

# 2014

Annual Budget  
2013 Revised | 2014 Adopted

Centennial



Centennial

Centennial, Colorado  
(303) 325-8000  
[www.CentennialCO.gov](http://www.CentennialCO.gov)



# City of Centennial

## **CITY OF CENTENNIAL**

### **2014 ANNUAL BUDGET**

### **2013 REVISED / 2014 ADOPTED BUDGET**

**NOVEMBER 4, 2013**





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Centennial  
Colorado**

For the Fiscal Year Beginning

**January 1, 2013**

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Centennial, Colorado for its annual budget for the fiscal year beginning January 1, 2013. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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





# 2014 Annual Budget

2013 Revised / 2014 Adopted Budget

## **Elected Officials**

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

## **Centennial Budget Committee**

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

## **City Staff/Contracted Program Managers**

John Danielson, City Manager  
David S. Zelenok, Chief Innovation Officer • Grayson Robinson, Sheriff  
Paula Gibson, Human Resources Director • Dawn Priday, Finance Director  
Brenda Madison, City Clerk • Kimber Liss, Court Administrator  
Bob Widner, City Attorney • Wayne Reed, Deputy City Manager  
Corri Spiegel, Economic Development Manager • Patrick Brown, Revenue Manager  
Allison Wittern, Public Information & Special Events Manager  
Craig Faessler, Public Works Program Director  
Elisha Thomas, Assistant City Manager / Director of Administrative Services

## **Contents and Production**

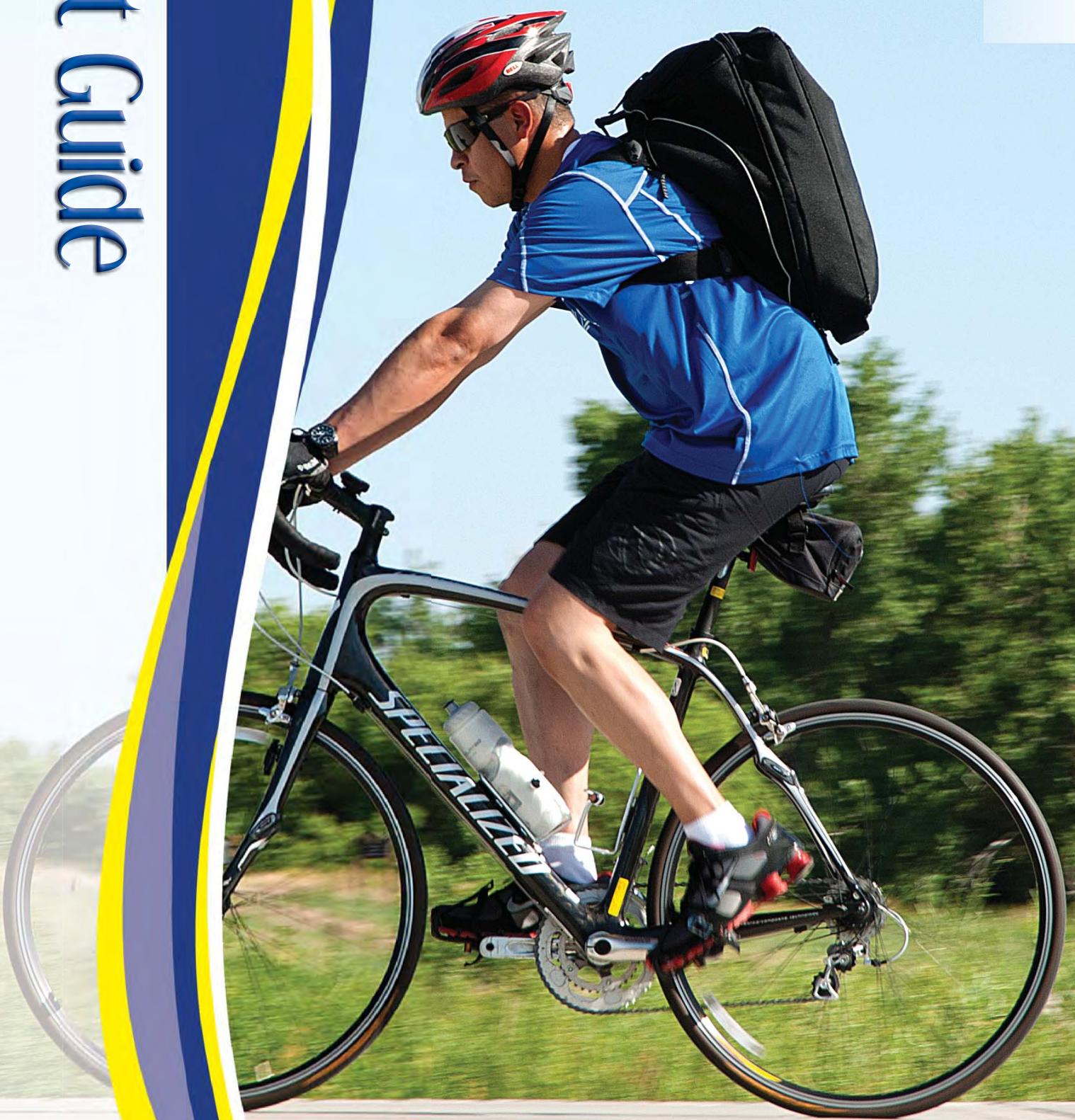
Dawn Priday, Amanda Fladland, Corri Spiegel, Allison Wittern  
Cover by Corri Spiegel





This Page Intentionally Left Blank

# Budget Guide







# BUDGET GUIDE

---

## Table of Contents

|   |                  |
|---|------------------|
| <a href="#"><u>Budget Guide</u></a> .....   | <b>Section 1</b> |
| <a href="#"><u>Budget Message</u></a> ..... | <b>Section 2</b> |
| <b>Budget Message</b> .....                 | 1-6              |
| <a href="#"><u>Introduction</u></a> .....   | <b>Section 3</b> |
| <b>Organization Chart</b> .....             | 7                |
| <b>Government Structure</b> .....           | 8-11             |
| Home Rule as it Relates to the Budget.....  | 8                |
| Elected Officials and Term of Office .....  | 9-10             |
| District Map.....                           | 10               |
| City Employees & Benefits .....             | 11               |
| Contractors .....                           | 11               |
| Scope of Services.....                      | 11               |
| <b>Community Profile</b> .....              | 12-25            |
| <b>Budget Policies</b> .....                | 26-31            |
| Budget Philosophy .....                     | 26               |
| Budget Process .....                        | 26               |
| Budget Committee .....                      | 26               |
| Budget Term.....                            | 26               |
| Basis for Budgeting .....                   | 27               |
| Budget Contingencies .....                  | 27               |
| Budget Recommendations .....                | 27               |
| Public Hearings .....                       | 27               |
| Adoption and Appropriation of Funds .....   | 27-28            |
| Changes to Adopted Budget .....             | 28               |
| Supplemental Appropriation .....            | 28               |
| Unanticipated Revenue .....                 | 28               |
| Carry Over .....                            | 28               |
| Budget Decreases .....                      | 28               |
| Level and Control / Budget Transfers .....  | 28-29            |
| Lapsed Appropriations.....                  | 29               |
| Fund Accounting.....                        | 29               |
| City Fund Types .....                       | 29               |
| Fund Structure Summary .....                | 30               |





## **Table of Contents (Cont.)**

|  |                  |
|--|------------------|
| Strategic Plan.....                                      | 31               |
| Budget Preparation and Schedule .....                    | 31               |
| <b>Other Financial Policies.....</b>                     | <b>32-52</b>     |
| Revenue Policy and Overview .....                        | 32-41            |
| Expenditure Policy .....                                 | 41               |
| Fund Balance and Reserve Policies .....                  | 41-43            |
| Investment Policy .....                                  | 43-48            |
| Capital Improvement Program Fund Policy.....             | 48-49            |
| Debt Policy .....  | 49-51            |
| Asset Inventory .....                                    | 51               |
| Risk Management .....                                    | 52               |
| TABOR.....   | 52               |
| <u><b>Strategic Plan.....</b></u>                        | <b>Section 4</b> |
| Strategic Plan .....                                     | 53-70            |
| All Fund Types.....                                      | 72-77            |
| General Fund and General Fund Reserves .....             | 78-85            |
| Land Use Fund .....                                      | 86-93            |
| Capital Improvement Fund .....                           | 94-103           |
| Open Space Fund.....                                     | 104-109          |
| Conservation Trust Fund.....                             | 110-113          |
| Cherry Park General Improvement District Fund .....      | 114-117          |
| Foxridge General Improvement District Fund .....         | 118-121          |
| Walnut Hills General Improvement District Fund .....     | 122-125          |
| Antelope General Improvement District Fund .....         | 126-129          |
| Centennial Urban Redevelopment Authority Fund .....      | 130-133          |
| <u><b>Executive Summary.....</b></u>                     | <b>Section 5</b> |
| Operating Expenditure Budget Executive Summary.....      | 135-145          |
| 2012 Actual Expenditure Summary by Budget Category ..... | 146-147          |
| 2013 Adopted Expenditure Summary by Budget Category..... | 148-149          |
| 2014 Adopted Expenditure Summary by Budget Category..... | 150-151          |
| <u><b>Fund Summaries.....</b></u>                        | <b>Section 6</b> |
| All Fund Types.....                                      | 153-155          |
| General Fund and General Fund Reserves .....             | 156-159          |
| Land Use Fund .....                                      | 160-163          |



## **Table of Contents (Cont.)**

|  |                  |
|--|------------------|
| <b>Capital Improvement Fund</b> .....                        | 164-166          |
| <b>Open Space Fund</b> .....                                 | 167-168          |
| <b>Conservation Trust Fund</b> .....                         | 169              |
| <b>Miscellaneous Funds</b> .....                             | 170-171          |
| <b>Schedule of Transfers &amp; Use of Fund Balance</b> ..... | 172              |
| <b>Functional Units by Fund</b> .....                        | 174-175          |
| <b><u>General Fund</u></b> .....                             | <b>Section 7</b> |
| <b>Legislative</b> .....                                     | 177-184          |
| Elected Officials .....                                      | 179-180          |
| City Attorney's Office .....                                 | 181-182          |
| City Clerk's Office .....                                    | 183-184          |
| <b>City Management</b> .....                                 | 185-190          |
| City Manager's Office .....                                  | 187-188          |
| Office of Innovation .....                                   | 189-190          |
| <b>Administration</b> .....                                  | 191-199          |
| Human Resources .....  | 193-195          |
| Information Technology .....                                 | 196-197          |
| Communications .....   | 198-199          |
| <b>Financial</b> .....                                       | 200-207          |
| Financial Services .....                                     | 202-204          |
| Economic Development .....                                   | 205-206          |
| Nondepartmental .....  | 207              |
| Central Services .....                                       | 207              |
| <b>Public Works</b> .....                                    | 208-217          |
| Field Services .....   | 210-211          |
| Traffic and Transportation .....                             | 212-213          |
| Administration and Management .....                          | 214-215          |
| Facilities & Fleet .....                                     | 216-217          |
| <b>Public Safety</b> .....                                   | 218-226          |
| Law Enforcement .....  | 220-222          |
| Animal Services .....  | 223-224          |
| Municipal Court .....  | 225-226          |
| <b>Community Development</b> .....                           | 227-235          |
| Community Development Administration .....                   | 229-232          |



## Table of Contents (Cont.)

|   |                   |
|---|-------------------|
| Code Compliance .....                                 | 233-235           |
| <b><u>Land Use Fund</u></b> .....                     | <b>Section 8</b>  |
| <b>Land Use</b> .....                                 | 237-243           |
| Current Planning .....                                | 239-241           |
| Building .....  | 242-243           |
| <b><u>Capital Improvement Program</u></b> .....       | <b>Section 9</b>  |
| <b>Capital Improvement Fund</b> .....                 | 245-263           |
| <b>Open Space Fund</b> .....                          | 264-275           |
| <b>Conservation Trust Fund</b> .....                  | 276-279           |
| <b><u>Miscellaneous Funds</u></b> .....               | <b>Section 10</b> |
| <b>General Improvement Districts</b> .....            | 281-286           |
| Cherry Park General Improvement District .....        | 283               |
| Foxridge General Improvement District .....           | 284               |
| Walnut Hills General Improvement District .....       | 285               |
| Antelope General Improvement District .....           | 286               |
| <b>Centennial Urban Redevelopment Authority</b> ..... | 287-288           |
| <b><u>Staff &amp; Contracted Resources</u></b> .....  | <b>Section 11</b> |
| <b>Staff Resources Summary</b> .....                  | 289-292           |
| <b>Contracted Resources Summary</b> .....             | 293-296           |
| <b><u>General Fund Budget Detail</u></b> .....        | <b>Section 12</b> |
| <b>Elected Officials</b> .....                        | 297               |
| <b>City Attorney's Office</b> .....                   | 298               |
| <b>City Clerk's Office</b> .....                      | 299               |
| <b>City Manager's Office</b> .....                    | 300               |
| <b>Office of Innovation</b> .....                     | 301               |
| <b>Human Resources</b> .....                          | 302               |
| <b>Information Technology</b> .....                   | 303               |
| <b>Communications</b> .....                           | 304               |
| <b>Finance</b> .....                                  | 305               |
| <b>Economic Development</b> .....                     | 306               |
| <b>Nondepartmental</b> .....                          | 307               |
| <b>Central Services</b> .....                         | 308               |
| <b>Public Works</b> .....                             | 309-310           |
| <b>Facilities &amp; Fleet</b> .....                   | 311               |





## **Table of Contents (Cont.)**

|   |                   |
|---|-------------------|
| <b>Law Enforcement</b> .....                      | 312               |
| <b>Animal Services</b> .....                      | 313               |
| <b>Municipal Court</b> .....                      | 314               |
| <b>Community Development Administration</b> ..... | 315               |
| <b>Code Compliance</b> .....                      | 316               |
| <b><u>Appendix</u></b> .....                      | <b>Section 13</b> |
| <b>Glossary</b> .....                             | 317-323           |
| <b>Acronyms</b> .....                             | 324-328           |
| <b>Resolutions</b> .....                          | 329-370           |
| <b>City Manager Authorized Expenditures</b> ..... | 371-374           |
| <b>Purchasing Policy</b> .....                    | 375-381           |
| <b>Financial Policies</b> .....                   | 382-430           |
| Revenue Policy .....                              | 382-385           |
| Expenditure Policy .....                          | 386-389           |
| Budget Policy .....                               | 390-398           |
| Debt Policy .....                                 | 399-404           |
| Fund Balance & Reserve Policy .....               | 405-408           |
| Investment Policy .....                           | 409-426           |
| Capital Improvement Program Policy .....          | 427-430           |



### **How To Use This Document**

The City Manager of the City of Centennial presents the Annual Budget to the Elected Officials and citizens as a funding plan for policies, goals, and service levels as determined by the City Council. The budget document is a comprehensive decision-making tool that provides detail for the 2013 Revised and 2014 Adopted Budgets. This budget document includes 2012 Actual, 2013 Adopted, 2013 Revised, and 2014 Adopted Budget data.

The budget document provides fund summary reports as well as program budgets that identify activities and financial detail for each City department. The department budget will convey to the reader that recent accomplishments and future goals correlate with the community's vision as reflected in *Our Voice. Our Vision. Centennial 2030*. Also included in each department section is a report of performance measurements demonstrating the outputs of the program. The department and program summaries provide assistance to the reader in understanding historic data along with the current and adopted budgetary detail. To the extent possible, 2013 budgeted and revised amounts have been restated to reflect the organizational and fund structures. Council's goals are established on an annual basis for the purpose of guiding the organization. Each department summary identifies the department's overview, accomplishments, goals, objectives, performance measurements, and staffing levels.

Included in the Executive Summary section are explanations of significant changes and/or variances that have occurred between the 2013 Adopted Budget and the 2014 Adopted Budget. Departmental expenditures are summarized in the department overviews; however, a more comprehensive line item detail is provided in the General Fund Budget Detail section. Staffing levels over a three year period are reflected in the Staffing section of the budget.

### **Budget Guide**

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

#### **Budget Guide**

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

#### **Budget Message**

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

#### **Introduction**

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

- Organization Chart by Service Area
- Government Structure
  - Home Rule as it relates to the budget
  - Elected Officials



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

### Strategic Plan

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

### Executive Summary

The Executive Summary provides readers with a brief, but detailed, overview of the changes between the 2013 and 2014 Adopted Budgets.

### Fund Summaries

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

### General Fund

Each City department and division provides financial and operational information and data for inclusion into





the budget. This section includes the department's or division's organizational chart, staffing levels, overview, prior year accomplishments, performance measures for some departments, current year goals and objectives, and budget summary by budget category.

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

- Legislative
  - Elected Officials
  - City Attorney's Office
  - City Clerk's Office
- City Management
  - City Manager's Office
  - Office of Innovation
- Administration
  - Human Resources
  - Information Technology
  - Communications
- Financial
  - Finance
  - Economic Development
  - Nondepartmental
  - Central Services
- Public Works
  - Field Services
  - Traffic and Transportation
  - Administration and Management
  - Facilities & Fleet
- Public Safety
  - Law Enforcement
  - Animal Services
  - Municipal Court
- Community Development
  - Community Development Administration
  - Code Compliance

### Land Use Fund

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

- Land Use
  - Current Planning
  - Building

### Capital Improvement Program

This section includes project descriptions and future program planning for the Capital Improvement Fund, Open Space Fund, and Conservation Trust Fund. These funds account for financial resources used for the acquisition, construction, and maintenance of capital infrastructure. The General Fund provides the majority of resources to the Capital Improvement Fund. Open Space funds are used to pay for the acquisition and



preservation of open space and are received from a 1/4 cent County sales tax that is distributed to municipalities based on population. Conservation Trust Funds are generated from 40 percent of lottery proceeds and are distributed by the State of Colorado to counties, municipalities, and Title 32 districts on a per capita basis.

### Miscellaneous Funds

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

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

### Staff & Contracted Resources

The Staff & Contracted Resources section reports the Full Time Equivalent (FTE) count for the 2012 Actual, 2013 Revised, and 2014 Adopted Budgets.

### General Fund Budget Detail

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

### Appendix

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

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



This Page Intentionally Left Blank



# Budget Message

BUDGET MESSAGE







November 4, 2013

Mayor Noon and Members of City Council:

I am pleased to submit for your consideration the 2013 Revised and 2014 Annual Budgets. As required by the Centennial Home Rule Charter and the Colorado Local Government Budget Law, each Fund in the 2013 Revised and 2014 Annual Budgets is balanced.

This document constitutes the legal authority of the City to appropriate and expend public funds. It also serves as a communications and operations guide for the City by detailing service levels, projects, and programs that are in line with policy direction from City Council. The focus of the 2013 Revised and 2014 Annual Budgets, as in the past, is continuous improvement upon the City's goal of operating as effectively and efficiently as possible.

#### **The 2013 Revised / 2014 Annual Budgets Process**

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

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

#### **Strategic Planning**

The 2013 Revised / 2014 Annual Budgets reflect the ongoing strategic priorities of the City, as well as those developed at workshops held in April and September. Among the priorities included in the 2013 Revised / 2014 Annual Budgets are:

- A new contract with Widner Michow & Cox, LLP for the services of the City Attorney, as a result of Council's evaluation of the previous contract and the Firm's performance,
- Completion of improvements to the Eagle Street facility, which will be the home of the City's Public Works provider, CH2MHill, and other service providers before the end of 2013,
- Revisions to the compensation structure for City Council, in accordance with the City's Home Rule Charter,
- Continuing to fully fund the annual road maintenance needs of the City, ensuring the City's infrastructure assets remain sound, and

- Ongoing funding to the City's Major Capital Project Reserve, in anticipation of utilizing the funding for upcoming major capital projects.

In addition to the strategic priorities included in this document, I have worked and will continue to work with Staff and Council on examining and improving our core competencies and business programs. The City's core services remain intact, focusing on innovation and customer service, and we strive to further improve services.

#### Centennial Budget Committee

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

- Recognition of the review of the Arapahoe County Sheriff's Office and City Attorney's Office contracts as positive developments that increase transparency and accountability,
- Examine areas in which buying power can be increased through pooling purchases of certain items and services with other governmental agencies,
- Explore alternate funding methods for major capital projects, in recognition of the potential danger of stressing the General Fund fund balance,
- Acknowledgement of the continued net decrease in City Staff, even with the proposed position changes in the 2013 Revised / 2014 Annual budgets.

#### Decision Packages

In September, the City Manager's Proposed Budgets were presented with decision packages for Council consideration and reflected the results of operational adjustments suggested by Staff and contract-required changes. Council provided concurrence on the inclusion of the following major items in the 2013 Revised / 2014 Annual Budgets, among others.

#### *General Fund:*

- A reduction in funding for election costs during years with no items anticipated for the 2014 ballot,
- 3.5 FTE positions including a Communications Director, two Management Analysts, and a part-time Commissions Liaison, as a result of resource allocation,
- Funding for continued improvements to the City's traffic signal communications network,
- Landscape improvements to the Civic Center campus and Centennial Center Park, and
- Maintenance of the existing level of service from the City's law enforcement provider, the Arapahoe County Sheriff's Office.

*Open Space Fund:*

- Funding for Arapahoe Parks and Recreation District improvements to Cherokee Trail Park,
- Development of a trail connection from Centennial Center Park to Cherry Creek State Park,
- Additional improvements to Centennial Center Park, in response to higher-than-anticipated use,
- Several improvements to neighborhood trail connections, and
- Various neighborhood park improvements, City-wide.

*Conservation Trust Fund:*

- Potomac Site improvements,
- Potential multi-use trails, and
- Ongoing maintenance funding for Centennial Center Park and the Potomac site.

**The 2013 Revised / 2014 Annual Budgets**

**2013 Revenues**

Revenues have been revised to \$77.1 million, an increase of \$7.1 million (10.1 percent) overall from the 2013 Adopted Budget. This increase is largely due to better than anticipated Sales Tax revenue and additional federal and state grant revenue. The increase in Sales Tax revenue is the result of increased sales at retail development centers, an increase in consumer spending, and the compliance program. The City also received higher than projected revenues from Building Materials Use Tax, Automobile Use Tax, and Licenses and Permits. These revenues increased as a result of several one-time projects and a recovering economy.

**2013 Expenditures**

Expenditures have been revised to \$87.2 million, an increase of \$17.0 million (24.2 percent) from the 2013 Adopted Budget. The increase is largely due to appropriated capital improvement funds (\$10.1 million, or 59.2 percent of the increase) and culture & recreation funds (\$6.0 million or 35.5 percent of the increase). The increase in the capital improvement budget is due to projects carried forward from 2012, an increase in funding for building improvements at the Public Works facility, and grant-funded projects.

**2014 Revenues**

Revenues are expected to increase \$4.6 million (6.6 percent) from the 2013 Adopted Budget. Sales tax revenues have trended upwards, largely due to increased sales at The Streets at SouthGlenn, Centennial Promenade, and an overall increase in consumer spending. There is also an increase in Automobile Use Tax, Property Tax, Building Materials Use Tax, and one-time grant revenue.

No increases in tax rates were proposed or adopted during this budget cycle.

**2014 Expenditures**

2014 expenditures increased \$1.6 million (2.3 percent) from the 2013 Adopted Budget. The primary increases in expenditures are due to contractual obligations for services as well as additional funding for

capital improvement projects. Certain changes, discussed above as decision packages, also affect expenditures. Further detail for expenditure changes is provided in the Executive Summary section of the budget document.

#### Staffing and Benefits

Additional Full Time Equivalent (FTE) positions are included in the 2013 Revised and 2014 Adopted Budgets. Funding for these positions was made available as a result of strategic reorganizations following the 2012 reduction in force. The 3.5 FTE positions include two Management Analyst positions, a Communications Director, and a part-time Commissions Liaison. The Management Analyst positions will provide City-wide support for various departments and research projects. The Communications Director will serve as a member of the Executive Team and will be responsible for implementing a strategic communications program, among other duties. The part-time Commission Liaison position will serve as the liaison between City Council, Staff, the Youth Commission, and the Senior Commission. These additional positions will enhance the service level and core competencies that the City provides.

For additional information regarding staffing changes, please see the Organizational Chart (page 7) and the Staff Resources Summary by Position chart (pages 290-292), both in this document.

#### Fund Balance

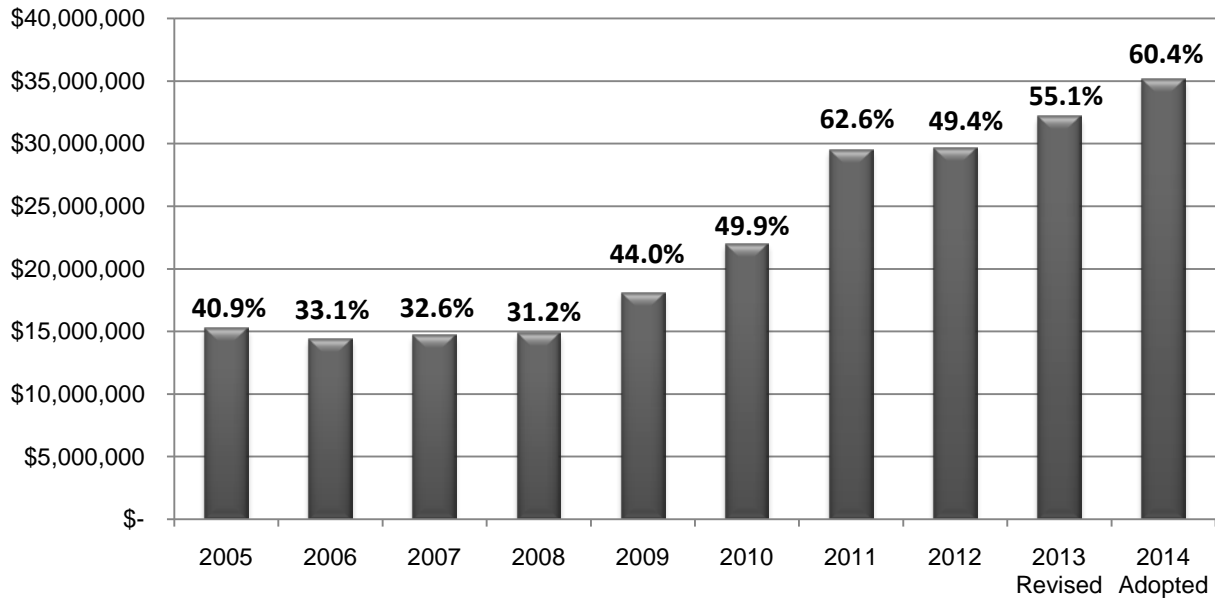
A significant part of the fiscal strength of the City is owed to the healthy Fund Balances of the City. It is the policy of the City to maintain a General Fund fund balance of at least 25 percent of General Fund expenditures and transfers.

In the past, the City has maintained a fund balance above that amount. This budget is no exception. We anticipate a 2014 General Fund fund balance increasing by \$2.9 million (9.1 percent) from the 2013 Revised Budget, for a total of \$35.1 million, or 60.4 percent of the General Fund expenditures and transfers.

Major capital projects are funded with the use of cash, and as a result, the City is debt-free. The City anticipates funding several major capital projects in upcoming years, which will significantly affect the General Fund fund balance. The General Fund fund balance trend since 2005 is shown in the following chart:



## Fund Balance General Fund



### Capital Improvement Projects

In addition to the changes in operating expenditures highlighted above, I would like to bring attention to several major capital projects included in the 2013 Revised / 2014 Annual Budgets. Council will discuss funding for additional major capital projects into next year.

- *Improvements to the Public Works Facility:* Council approved funding in the 2013 Revised Budget for improvements to the Public Works facility. The fully-functional plan approved by Council includes tenant improvements to the existing office building, conversion of the existing warehouse to a maintenance shop as well as a 5,000 ton salt storage dome.
- *Arapahoe Road – Waco to Himalaya:* Funding is included in the 2013 budget for improvements to Arapahoe Road from Waco to Himalaya.
- *Arapahoe Road and Yosemite Intersection Improvements:* This is the City's portion for the first phase of construction improvements at the Arapahoe Road and Yosemite Street intersection.
- *Smoky Hill and Himalaya Intersection Improvements:* This project is partially funded through a federal grant and includes median, striping, traffic signal, and sidewalk improvements at the Smoky Hill and Himalaya intersection.
- *University Boulevard – Arapahoe Road to Dry Creek Infill Sidewalk:* This project is partially funded through a federal grant and will install and reconstruct sidewalk at various locations along University Boulevard.
- *Major Structures:* The first of five yearly contributions to a multi-agency project to rehabilitate the Arapahoe Road Bridge over Big Dry Creek.

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

### **Conclusion**

I would like to extend my thanks to the Mayor and City Council Members who worked tirelessly in providing policy direction in the development of this document. I would also like to express my gratitude to the members of the Centennial Budget Committee for volunteering their time to serve the City of Centennial. Finally, my thanks to all the Staff members and City partners who assisted with the development and preparation of the 2013 Revised / 2014 Annual Budgets.

The 2013 Revised / 2014 Annual Budgets reflect the alignment of City operations with the strategic goals of our citizens and the City Council. Staff will continue to examine business strategies and core competencies to ensure the City is managed in the most effective and efficient manner possible.

The success of our City is no accident, and this document reflects the deliberate planning and action that guides our operations. I am pleased to recommend the adoption of the 2013 Revised / 2014 Annual Budgets by the City Council.

Respectfully Submitted,

*John H. Danielson*

John H. Danielson  
City Manager



# Introduction



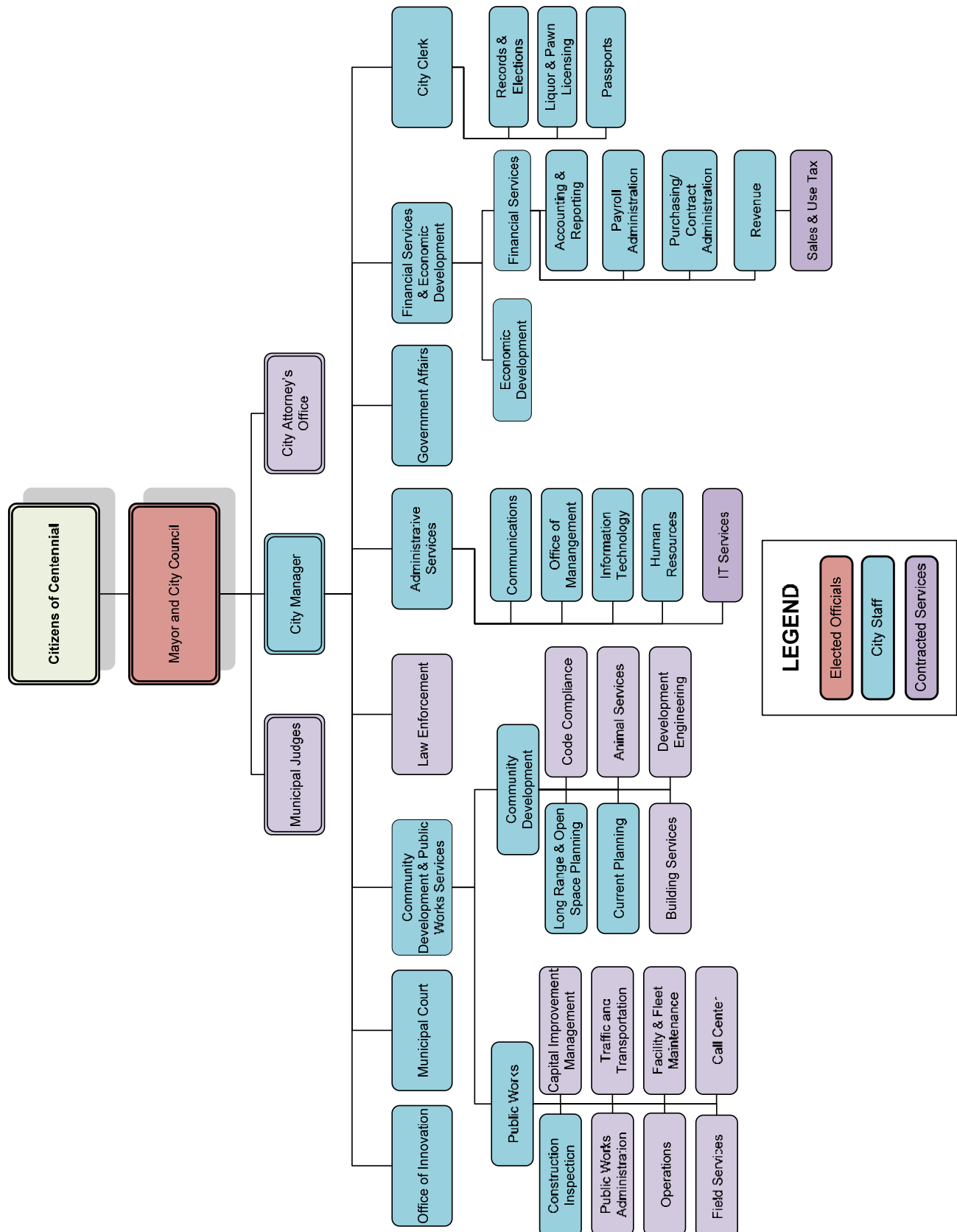
INTRODUCTION





# INTRODUCTION

## City of Centennial Organization Chart by Service Area





### **Government Structure**

The City Manager is responsible to the City Council for the proper administration of all business of the City, and is required to present the City's Annual Budget to Council for approval. The City of Centennial provides the following major services: law enforcement, public works, capital improvement projects, municipal court, building services, economic and community development services, animal services, liquor licensing, business and sales tax licensing, sales tax administration and management, and communication services.

### **Home Rule as it Relates to the Budget**

Article XI of the Home Rule Charter defines all requirements of the budget. In summary, a proposed preliminary budget must be presented to City Council on or before the 20th day of September of each year. City Council must have a public hearing on the proposed budget each year. Notice of the hearing is published at least once seven days prior and copies of the proposed budget are available to the public. The City Council may make changes to the budget prior to the adoption of the budget. The Annual Budget is adopted by Resolution no later than the 15th day of December of each year. The budget will not be considered adopted unless a public hearing occurs prior to the vote of the City Council and there is an affirmative vote of a majority of the City Council to adopt the budget.

In accordance with the Home Rule Charter, the adopted budget must contain:

- an estimate of anticipated revenue from all sources for the ensuing year
- an estimate of the general fund cash surplus at the end of the current fiscal year or of the deficit to be made up by appropriation
- the estimated expenditures necessary for the operation of the departments, offices, and agencies of the City
- debt service requirements for the ensuing fiscal year
- an estimate of the sum required to be raised by the tax levy for the ensuing fiscal year and the rate of levy necessary to produce such sum
- a balance between the total estimated expenditures, including any deficit to be met and monies set aside for public improvements and total anticipated revenue, plus any surplus

The budget estimates must be in detail showing revenues by source and expenditures by departments, organizational units, activities, character and object.

### **Elected Officials**

The City of Centennial was incorporated in 2001 and became a home-rule city under Article XX of the Colorado Constitution June 17, 2008. The Home Rule Charter established a Council-Manager form of government. The City Council is the legislative power, which appoints the City Manager to execute the laws and administer the City Government. City Council is comprised of eight members, two elected from each District that serve four year staggered terms. The Mayor serves a four year term and is elected at-large.







Elected Officials and Term of Office:

**Mayor**



**Cathy Noon**  
**January 2014**

**Council District 1**



**Rick Dindinger**  
**January 2014**



**Vorry Moon**  
**January 2016**

**Council District 2**



**Sue Bosier**  
**January 2014**



**Keith Gardner**  
**January 2016**



Elected Officials and Term of Office (Continued):

**Council District 3**



**Rebecca McClellan**  
January 2014



**Ken Lucas**  
January 2016

**Council District 4**

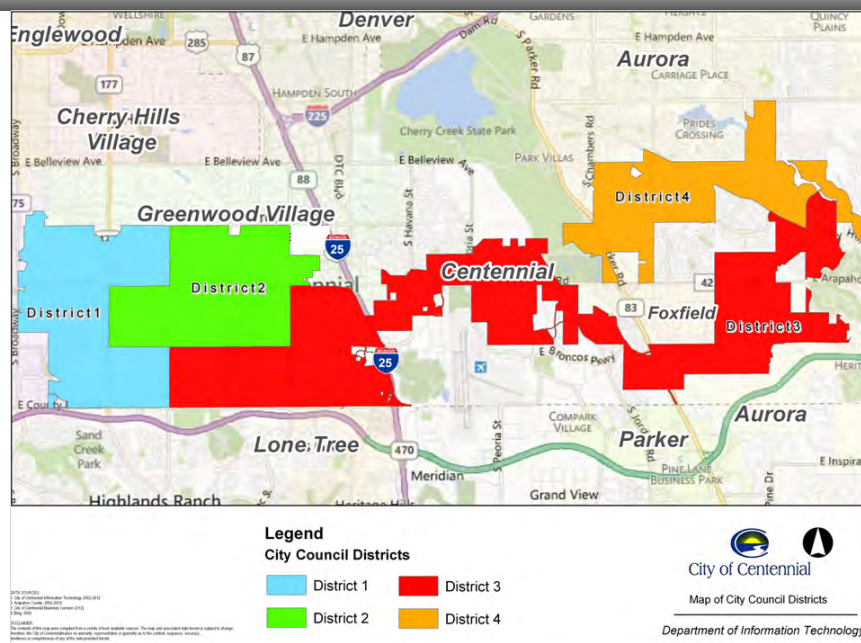


**Ron Weidmann**  
January 2014



**Stephanie Piko, Mayor Pro Tem (2013)**  
January 2016

**District Map**





## **Government Structure (Continued)**

### **City Employees & Benefits**

The City has 54.25 authorized Full-Time Equivalent (FTE) positions (exempt and non-exempt in the 2014 budget). Contract employees are not included in the FTE count as they are not City employees. Centennial neither recognizes nor bargains with any employee union.

A benchmark survey is conducted each year using a variety of resources to establish salary adjustments. Employees are eligible to receive salary increases based on individual performance. Actual salaries and benefits are calculated assuming that each authorized position is filled for the entire budget period at the current salary level.

Other benefits provided to City employees include paid time off and paid holidays. Health care benefits include medical, dental and vision insurance, disability plans, and life insurance. The City offers pre-tax options on health insurance premiums, flexible spending accounts under Section 125 of the Internal Revenue Code, and 401(a) and 457 retirement savings plans.

### **Contractors**

Centennial contracts with private entities and builds partnerships with neighboring jurisdictions to provide services to the citizens of Centennial. Many of the City's core services, including Law Enforcement and Public Works, are contracted using third-party service providers.

### **Scope of Services**

The City of Centennial provides the following major services:

- Law Enforcement
- Street Maintenance
- Traffic & Transportation Management
- Code Compliance
- Building Services
- General Administration
- Economic and Community Development
- Animal Services
- Liquor Licensing
- Business & Sales Tax Licensing
- Sales Tax Administration
- Facilities & Park Maintenance

A major goal of the City is to provide responsive government. The City has a 24 hour, seven day a week citizen response center that is ready to respond to the needs of the community. In addition, utilizing contractors for government services provides flexibility in responding to the changing needs of the community.



### Community Profile

#### Community Vision

We are a proud, thriving community committed to excellence and reinforced by a unifying community vision of a dynamic, healthy, and safe Centennial. We honor the integrity and values of our neighborhoods and support a government that is responsive, respectful, and accountable to our citizens.

We are committed to the conservation of the environmental beauty of our City and promoting a vibrant economy with a sustainable future. Our City strives to provide outstanding services to all residents and nurture a supportive community that enhances the lives of all our citizens.

Our fiscally responsible values integrate sustainable policies and practices into the fabric of our community and emphasize a healthy balance of economic development and quality of life. As we aspire to establish a community that leads by example, from the top down, we celebrate our past and embrace our future.

~ Our Voice. Our Vision. Centennial 2030



#### Location

The City of Centennial is located in the southern region of the Denver Metropolitan Area. The City shares boundaries with the cities of Littleton, Greenwood Village, Aurora, Lone Tree, Town of Foxfield, and unincorporated areas of Arapahoe and Douglas counties. The City's current incorporated area is more than 29 square miles located entirely within Arapahoe County.

#### Land Area

29.114 Square Miles  
18,632.96 Acres

#### History

Centennial was incorporated from portions of unincorporated Arapahoe County in 2001. Located entirely within Arapahoe County, and forming part of the Denver Metropolitan Area, Centennial was formed February 7, 2001 (the day after its first city officials were elected). The citizens of the formerly unincorporated portion of Arapahoe County had voted to incorporate on September 12, 2000, choosing Centennial as the official name during the vote. Incorporation was approved by 77 percent of the voters, and the 100,000+ person population of the area made it the largest incorporation in U.S. history at the time.

#### Demographic Profile<sup>\*</sup>

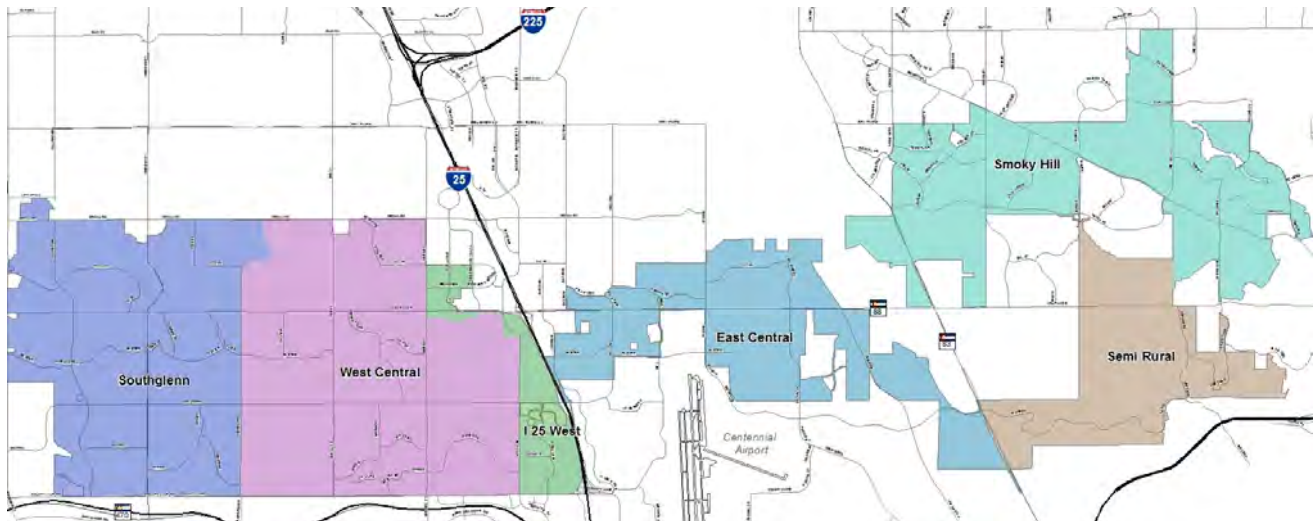
|                          |           |
|--------------------------|-----------|
| Population               | 104,811   |
| Households               | 39,597    |
| Families                 | 29,145    |
| Labor Force              | 82,555    |
| Median Age               | 40.5      |
| Median Household Income  | \$87,359  |
| Average Household Income | \$105,805 |

<sup>\*</sup> 2013 Estimates; Demographic Source: Applied Geographic Solutions 04/2013, TIGER Geography; © Sites USA



### Sub-Area Profiles

In 2008, the City of Centennial commissioned its first Retail Market Analysis (RMA). The City and its consultant, Innovation Economics, established six foundational sub-areas from which to perform detailed demographic analysis. The six sub-areas do not coincide with the established political Districts within the City; however, they are more intuitive geographic boundaries for the comparative analysis necessary to establish baseline community demographics within the RMA.



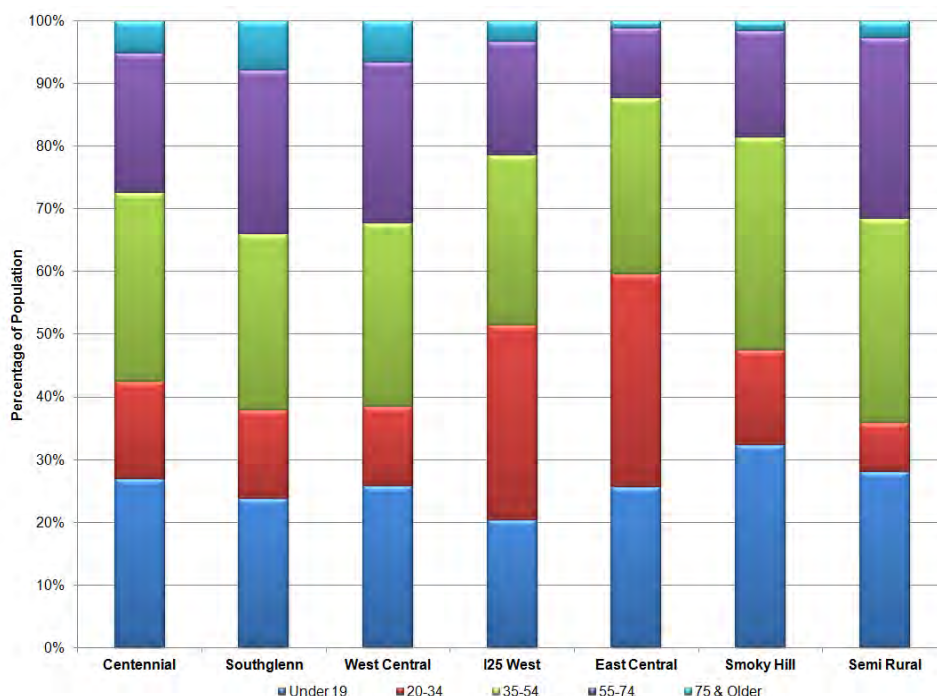
| 2013 Estimates         | Centennial | Southglenn | West Central | I-25 West | East Central | Smoky Hill | Semi-Rural  |
|------------------------|------------|------------|--------------|-----------|--------------|------------|-------------|
| Population             | 104,811    | 29,774     | 34,268       | 3,081     | 3,178        | 29,001     | 2,509       |
| Households             | 39,597     | 12,073     | 13,449       | 1,556     | 2,328        | 9,343      | 848         |
| Families               | 29,145     | 8,481      | 9,849        | 704       | 1,290        | 8,060      | 764         |
| Average HH Size        | 2.6        | 2.46       | 2.52         | 1.98      | 2.26         | 3.1        | 2.95        |
| Median Age             | 40.5       | 44         | 43.1         | 35.1      | 30.7         | 36.4       | 45.7        |
| Median HHI             | \$87,359   | \$77,395   | \$96,246     | \$69,702  | \$64,338     | \$105,553  | \$184,123   |
| Average HHI            | \$105,805  | \$90,113   | \$113,642    | \$84,207  | \$79,565     | \$112,609  | \$182,623   |
| Average HH Net Worth   | \$787,360  | \$707,941  | \$838,146    | \$587,049 | \$518,472    | \$843,827  | \$1,115,803 |
| College Degree         | 37,322     | 10,101     | 14,390       | 1,421     | 2,073        | 8,288      | 1,049       |
| Labor Force (16+)      | 82,555     | 24,233     | 27,205       | 2,581     | 4,907        | 21,619     | 2,010       |
| Daytime Employees      | 50,366     | 7,067      | 11,750       | 10,525    | 15,514       | 4,927      | 583         |
| Avg. Time to Work (1W) | 21.6       | 20.3       | 19           | 17        | 20.9         | 26         | 26          |

\* 2013 Estimates; Demographic Source: Applied Geographic Solutions 04/2013, TIGER Geography; © Sites USA





**Centennial Sub Areas - Age Distribution (2013\*)**

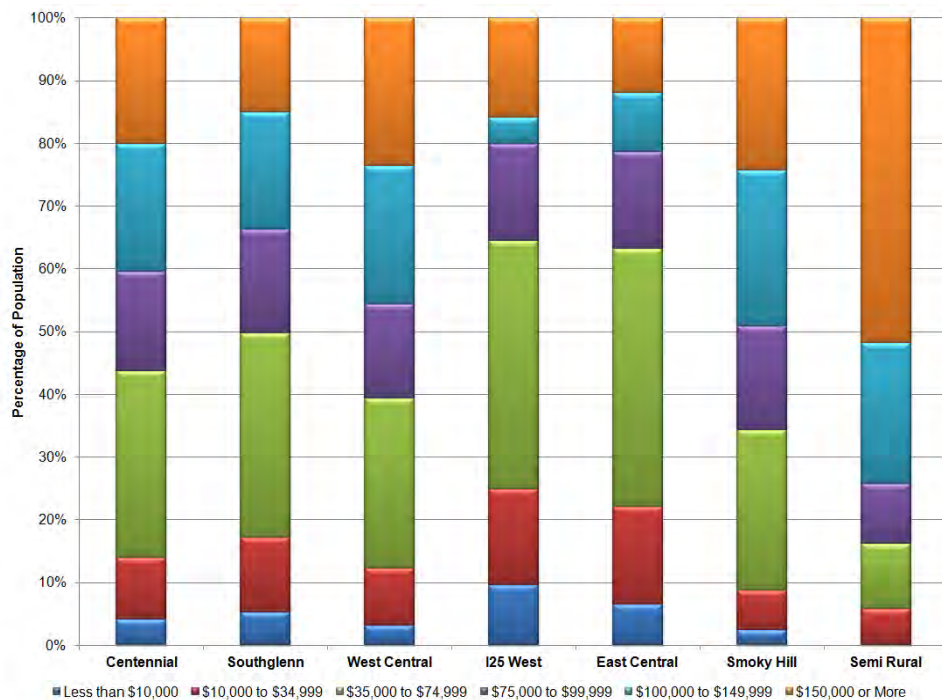


Centennial's two most dominant age brackets are 35-54 and Under 19 which account for more than half of the City's population.

The exceptions are in the I-25 West and East Central sub areas where the 20-34 demographic serves as the largest population proportion.

The Southglenn sub area has the largest proportion of population over the age of 75.

**Centennial Sub Areas - Household Income Distribution (2013\*)**



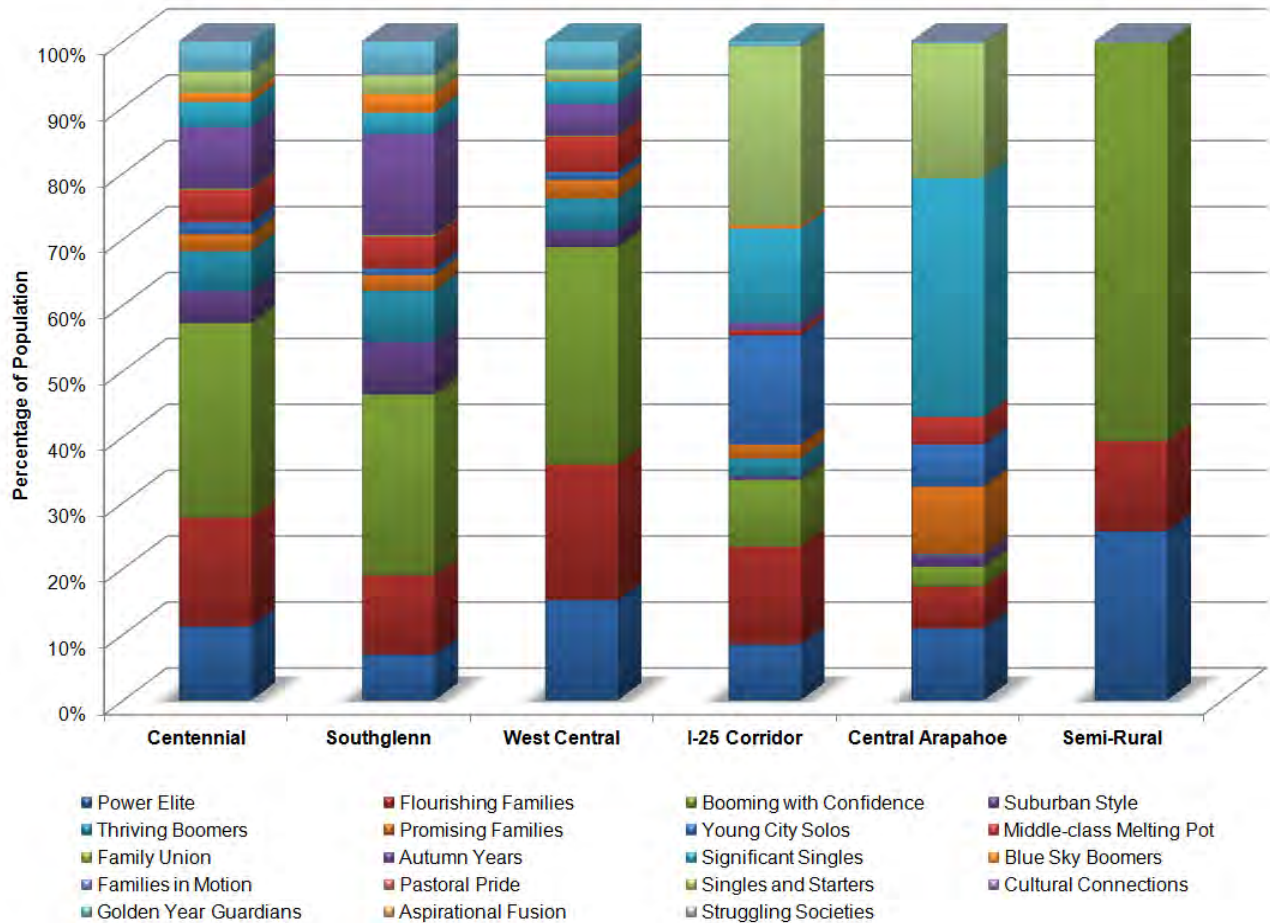
Centennial has a stable economic base with an average household income of \$105,805 and a median household income \$87,359.

The dominant household income distribution category is \$35,000-\$74,999.

It should also be noted that more than 50 percent of households are in the \$75,000+ categories.

The Semi-Rural sub area contains a majority of households in the \$150,000 and more category.

\* 2013 Estimates; Demographic Source: Applied Geographic Solutions 04/2013, TIGER Geography; © Sites USA

**Mosaic® USA Psychographic Profiles (2013\*)**

The Mosaic® USA group and segment descriptions are developed by Experian Marketing. This methodology characterizes households into one of 19 different groups. Nearly 20 percent of Centennial's population is classified as *Booming with Confidence* which is described as "prosperous, established couples in their peak earning years living in suburban homes." Centennial has a population percentage more than three times the national average within this segment. This typology is dominant in the Southglenn, West Central and Semi-Rural sub areas of the City.

Three of the six sub areas are dominated by different segments. The I-25 Corridor profile is *Singles and Starters* which is described as "young singles starting out, and some starter families, in diverse urban communities." The Central Arapahoe sub area is represented by *Significant Singles* which are "middle-aged singles and some couples earning mid-scale incomes supporting active city styles of Living." The Smoky Hill sub area is known for its *Flourishing Families* which are "affluent, middle-aged families and couples earning prosperous incomes and living very comfortable, active lifestyles."

While *Booming with Confidence* is the largest group in Centennial, the largest segment is within the *Generational Soup* category. This segment is known for its multigenerational families which are a mix of affluent older couples - nearly three-quarters are from the Baby Boom Generation - and families with young adults and aging seniors. Most live in suburban homes an easy drive from the nation's big cities, and many households have multiple college-educated breadwinners working in white-collar, sales and service jobs.

\* 2013 Estimates; Demographic Source: Applied Geographic Solutions 04/2013, TIGER Geography; © Sites USA



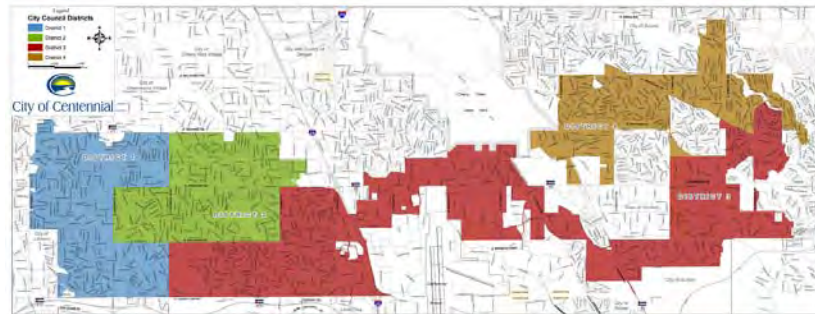
## City of Centennial Political Districts

### Political District Profiles

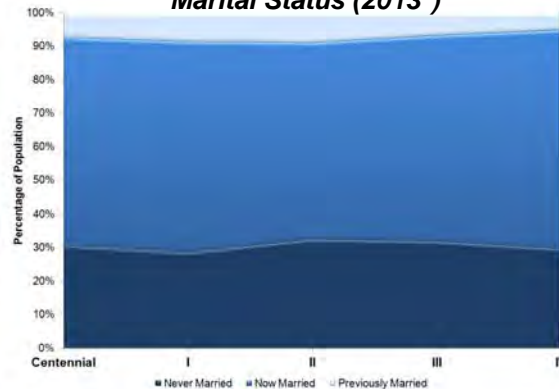
The City of Centennial is comprised of four political districts. This page provides demographic details within the context of the political districts.

More than half of Centennial's adult population has a college degree. More than 80 percent of the City's population is college educated. The rate is highest in District 2 with 84.8 percent.

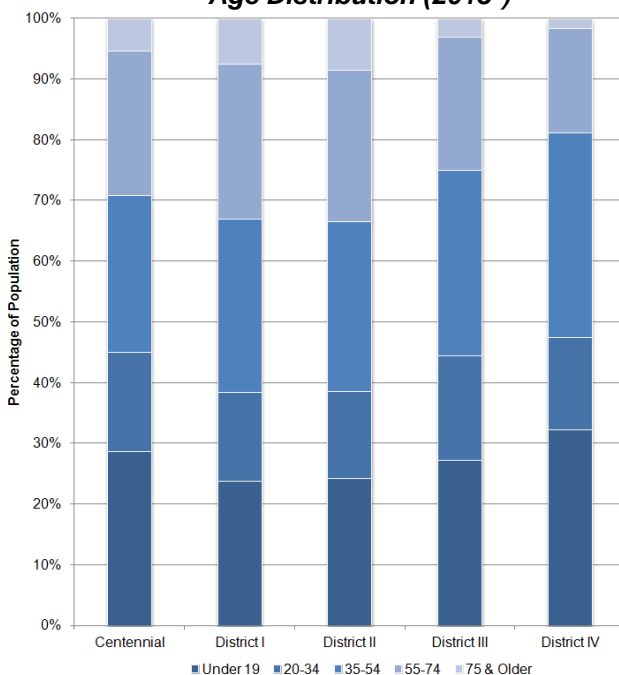
District 3 has the highest total monthly household expenditures, while District 1 has the lowest expenditure ratio for shelter and utilities.



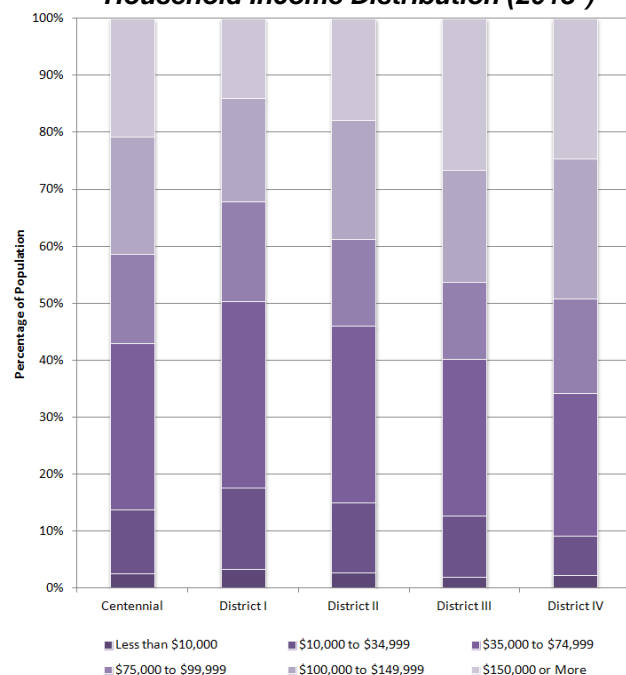
### Centennial Political Districts Marital Status (2013\*)



### Centennial Political District Age Distribution (2013\*)



### Centennial Political District Household Income Distribution (2013\*)



\* 2013 Estimates; Demographic Source: Applied Geographic Solutions 04/2013, TIGER Geography; © Sites USA



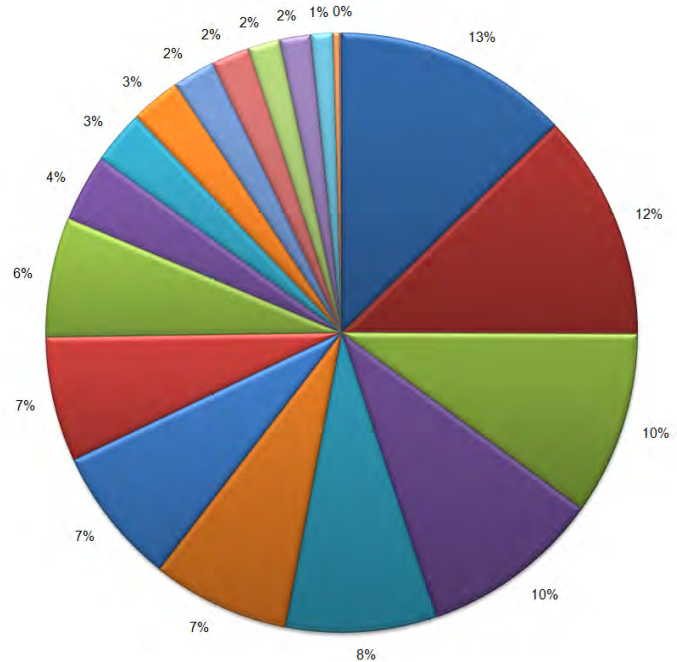


### Employment & Industry Composition

Centennial has a diverse economy with its two largest employment categories representing high-wage industries. Finance and Insurance and Professional, Scientific and Technical services account for more than 11,000 jobs in Centennial.

#### **Employees by NAICS Segment (2012)**

- Finance and Insurance, 13%
- Professional, Scientific, and Technical Services, 12%
- Health Care and Social Assistance, 10%
- Retail Trade, 10%
- Administrative and Support and Waste Management, 8%
- Wholesale Trade, 7%
- Construction, 7%
- Accommodation and Food Services, 7%
- Information, 6%
- Management of Companies and Enterprises, 4%
- Manufacturing, 3%
- Other Services (except Public Administration), 3%
- Educational Services, 2%
- Public Administration, 2%
- Real Estate and Rental and Leasing, 2%
- Arts, Entertainment, and Recreation, 2%
- Transportation and Warehousing, 1%
- Mining, Quarrying, and Oil and Gas Extraction, <1%
- Utilities, <1%
- Agriculture, Forestry, Fishing and Hunting, <1%



### Top Private-Sector Employers

Oppenheimer Funds  
Comcast  
United Launch Alliance  
Pearson eCollege  
Dillon Companies (dba King Soopers)  
US Foodservice, Inc.  
Walmart  
AlloSource  
SEAKR Engineering  
IKEA Centennial  
Jones International University  
Saunders Construction  
National CineMedia  
Cisco Systems

### Local Economy

Centennial is home to some of metropolitan Denver's most prestigious neighborhoods and is one of the major employment centers in this region. Numerous business parks can be found throughout the City, featuring companies large, small, well known, traditional, and entrepreneurial. Key industries within Centennial include finance and insurance, aerospace technology, medical technology and devices, advanced information technology, media, engineering, and corporate headquarters.

Transportation alternatives are a key asset to the City's business community, with connectivity via Interstate 25, Arapahoe Road (State Highway 88), Parker Road (State Highway 83), University Boulevard (State Highway 177), and the Arapahoe at Village Center, and Dry Creek light rail stations. These strong transit connections provide easy access to downtown, Denver International Airport, Denver Technological Center (DTC), and Fitzsimons Life Science District, and Anschutz Medical Campus.

*\*\*2012 employment information obtained from the Colorado Department of Labor and Denver Regional Council of Governments*

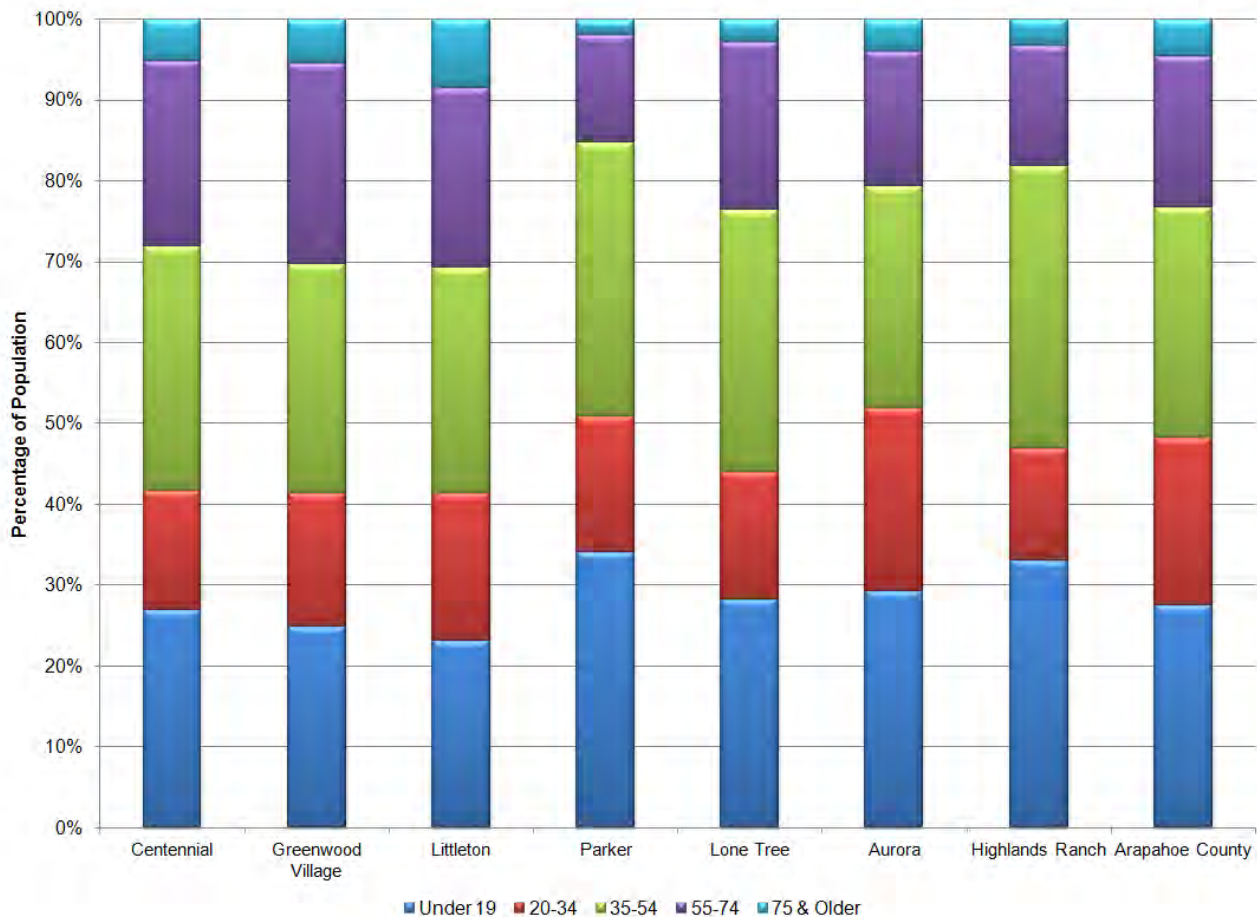


### Peer (Neighboring) City Comparison

| 2013 Estimates*  | Centennial | Greenwood Village | Littleton | Parker    | Lone Tree | Aurora   | Highlands Ranch | Arapahoe County |
|------------------|------------|-------------------|-----------|-----------|-----------|----------|-----------------|-----------------|
| Population       | 104,912    | 14,557            | 43,565    | 47,427    | 10,699    | 339,761  | 101,266         | 597,886         |
| Households       | 39,597     | 6,205             | 19,171    | 16,695    | 4,094     | 127,023  | 35,757          | 233,925         |
| Labor Force      | 82,555     | 11,739            | 35,546    | 33,800    | 8,255     | 258,369  | 73,371          | 464,762         |
| Median Age       | 40.5       | 41.5              | 41.2      | 33.4      | 39.3      | 32.8     | 35.9            | 35.2            |
| Median HHI       | \$87,359   | \$91,269          | \$56,417  | \$92,535  | \$110,018 | \$50,296 | \$107,593       | \$60,318        |
| Average HHI      | \$105,805  | \$179,885         | \$79,372  | \$100,983 | \$146,786 | \$62,789 | \$123,349       | \$80,713        |
| College Educated | 58,121     | 8,911             | 22,562    | 24,013    | 5,904     | 127,497  | 55,742          | 272,067         |

Demographically, Centennial's median age is comparable to its neighboring communities. Parker and Aurora show the largest deviation in the subgroup with a median age differential of nearly a decade. Parker and Highlands Ranch have the greatest percentage of population under 19, while Littleton has the greatest percentage of population 75 years of age and older.

**Peer City Comparison - Age Distribution (2013\*)**

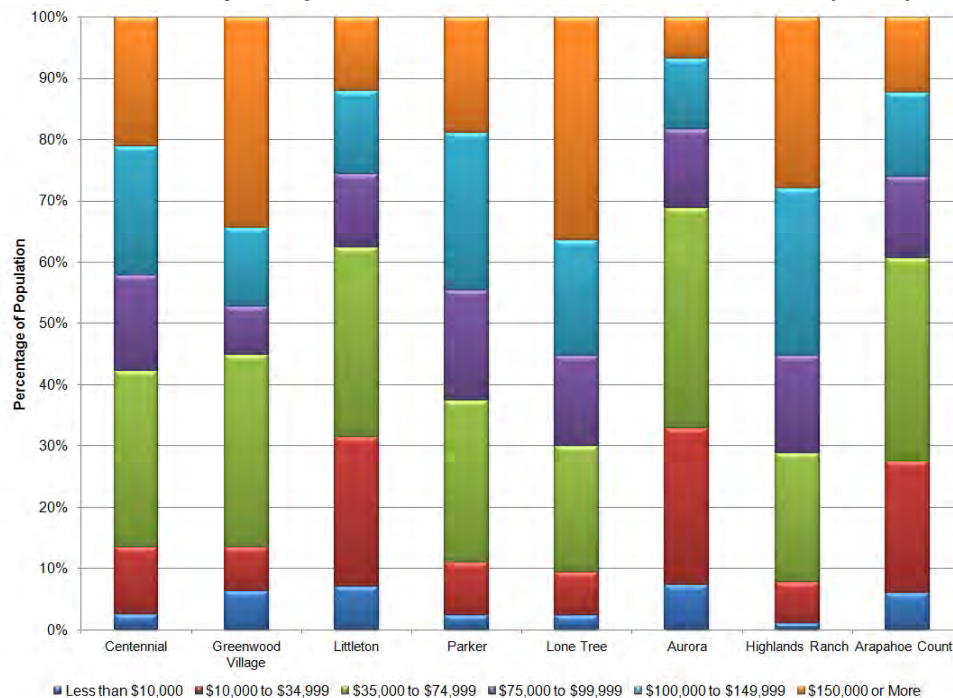


\* 2013 Estimates; Demographic Source: Applied Geographic Solutions 04/2013, TIGER Geography; © Sites USA





**Peer City Comparison - Household Income Distribution (2013\*)**

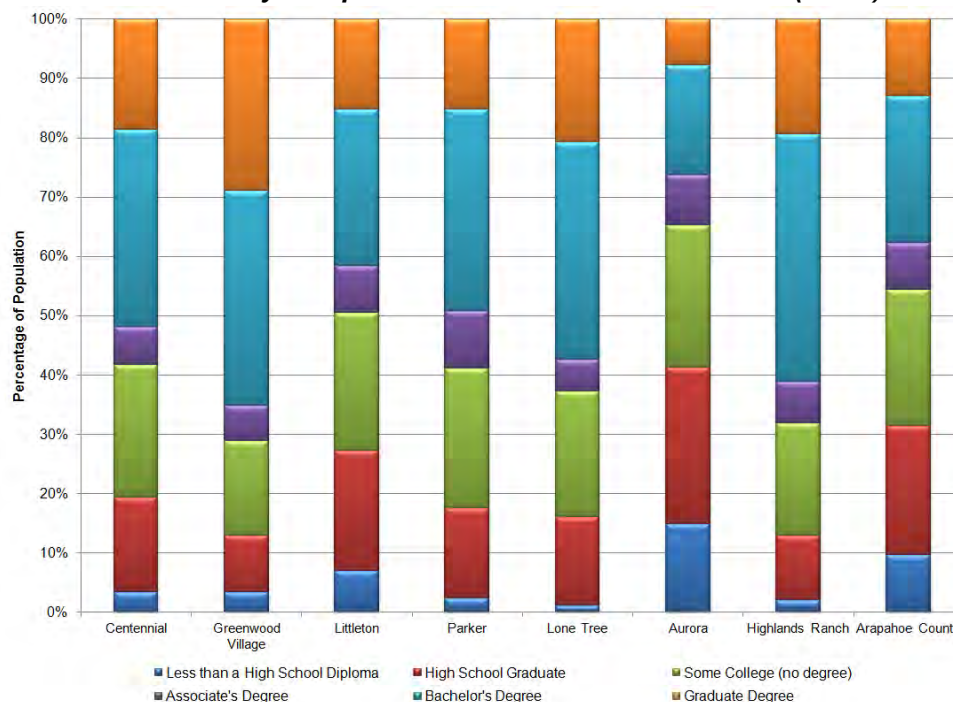


Percentage of Household Income Distribution \$100,000+

|            |        |
|------------|--------|
| Centennial | 42.13% |
| Grnwd Vlg  | 47.22% |
| Littleton  | 25.56% |
| Parker     | 44.64% |
| Lone Tree  | 55.23% |
| Aurora     | 18.3%  |
| H.R.       | 55.22% |
| ArapCo     | 26.06% |

Lone Tree has the largest share of households with incomes \$150,000+ (36 percent), followed by Greenwood Village (34 percent).

**Peer City Comparison - Educational Achievement (2013\*)**



Centennial and most of the south metro region consistently maintain a level of educational achievement above the County and State averages.

Greenwood Village has the highest percentage of graduate degree holders. Centennial, Lone Tree and Highlands Ranch have graduate degree holder rates around 20 percent.



### Sales Tax Comparison

The City of Centennial continues to provide services on one of the lowest sales tax rates in the metropolitan area. Retail sales tax in Centennial is the largest source of revenue and represents approximately 45 percent of the total General Fund's 2014 Budget. Centennial produces less sales tax revenue on a per capita basis compared to other jurisdictions with smaller populations and similar sales tax rates. It is a goal of the City through the Retail Market Analysis project to align competitively and capture more sales tax.

### Sales Tax Collection by Jurisdiction for 2012

Sorted by Gross Sales Tax Per 1% Per Capita

| City              | Sales Tax Rate | Gross Sales Tax <sup>1</sup> | Population <sup>2</sup> | Sales Per 1% per capita |
|-------------------|----------------|------------------------------|-------------------------|-------------------------|
| Lone Tree         | 1.8125%        | \$ 20,355,201                | 11,852                  | \$ 948                  |
| Glendale          | 3.75%          | 12,163,242                   | 4,184                   | 775                     |
| Greenwood Village | 3.00%          | 20,011,727                   | 14,454                  | 462                     |
| Boulder           | 3.41%          | 97,516,000                   | 101,808                 | 281                     |
| Denver            | 3.62%          | 494,495,000                  | 634,265                 | 215                     |
| Englewood         | 3.50%          | 22,363,618                   | 31,177                  | 205                     |
| Littleton         | 3.00%          | 26,778,043                   | 43,775                  | 204                     |
| Parker            | 3.00%          | 28,862,771                   | 47,169                  | 204                     |
| Castle Rock       | 4.00%          | 31,710,136                   | 51,348                  | 154                     |
| Westminster       | 3.85%          | 64,472,773                   | 109,169                 | 153                     |
| Colorado Springs  | 2.50%          | 163,975,846                  | 431,834                 | 152                     |
| Lakewood          | 3.00%          | 64,978,935                   | 145,516                 | 149                     |
| Centennial        | 2.50%          | \$ 32,782,443                | 103,743                 | \$ 126                  |
| Arvada            | 3.46%          | 43,533,655                   | 109,745                 | 115                     |
| Aurora            | 3.75%          | 145,076,888                  | 339,030                 | 114                     |
| Thornton          | 3.75%          | 51,074,263                   | 124,140                 | 110                     |

**Average Tax Rate**

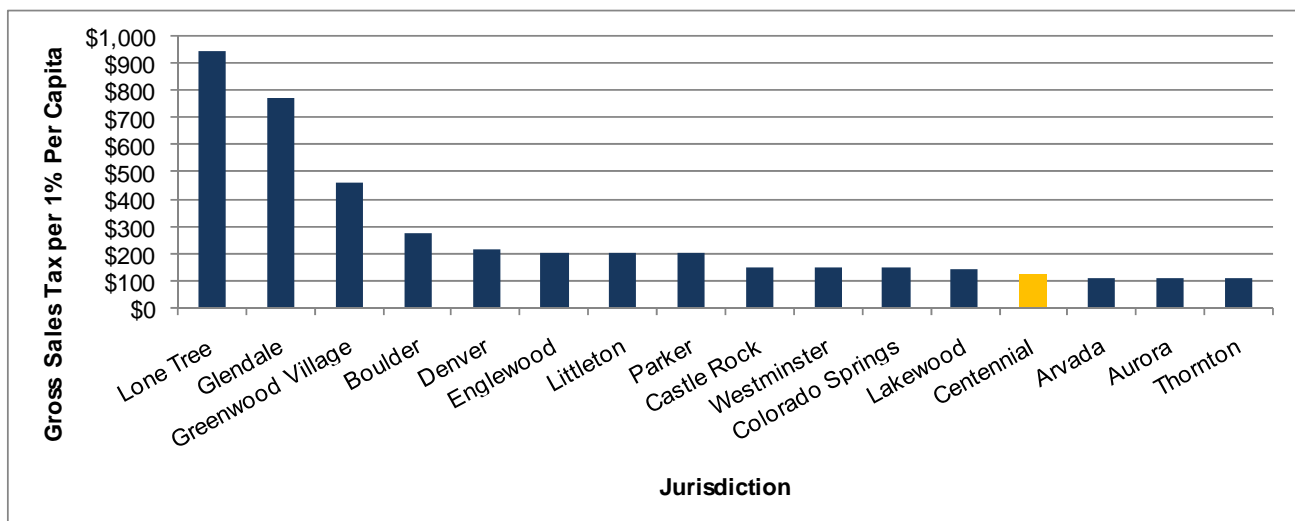
**3.24%**

**Average Tax Collected \$**

**273**

<sup>1</sup>Source: 2012 Comprehensive Annual Financial Report (CAFR) for each respective City (2011 data used for Glendale)

<sup>2</sup>Source: U.S. Census Bureau 2012 estimates





## Partnerships & Service Providers

### Law Enforcement

The City of Centennial contracts with the Arapahoe County Sheriff's Office for law enforcement and related law enforcement services.

*Arapahoe County Sheriff's Office*  
13101 Broncos Parkway  
Centennial, CO 80112  
Emergency ONLY - 911  
Non-Emergency Line - (303) 795-4711

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

### Fire Protection Services

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

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

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

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

### Education

Centennial's youngest residents have access to two of the finest primary education districts in the state through Littleton Public Schools and Cherry Creek School District.

*Littleton Public Schools*  
5776 South Crocker Street  
Littleton, CO 80120  
(303) 347-3300  
[www.littletonpublicschools.net](http://www.littletonpublicschools.net)

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



## Education (Cont.)

*Cherry Creek School District*  
4700 South Yosemite Street  
Greenwood Village, CO 80111  
(303) 773-1184  
[www.cherryparkschools.org](http://www.cherryparkschools.org)

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

<http://www.schoolview.org>

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

*Arapahoe Community College*  
[www.arapahoe.edu](http://www.arapahoe.edu)

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

*Community College of Aurora*  
[www.ccaurora.edu](http://www.ccaurora.edu)

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



### Library Services

*Arapahoe Library District*  
[www.arapahoelibraries.org](http://www.arapahoelibraries.org)

Centennial residents are served by the Arapahoe Library District, which was established in April 1966. The public library service operates ten branch libraries, four of which are located within the City of Centennial:

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

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

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

Southglenn Library  
6972 South Vine Street (80122)  
(303) 542-7279

### Recreation & Amenities

Centennial parks and recreation services are provided by the Arapahoe Park and Recreation District and South Suburban Parks and Recreation District. Both entities provide physical and operational amenities to the City's residents. Cherry Creek State Park is accessible through a series of multi-modal connections allowing Centennial's residents to enjoy the regional amenity and its trail connections.

*Arapahoe Park and Recreation District*  
Trails Recreation Center  
16799 East Lake Avenue  
Centennial, CO 80016  
(303) 269-8400  
[www.aprd.org](http://www.aprd.org)

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

### Recreation & Amenities Cont.

*South Suburban Parks and Recreation District*  
6631 South University Boulevard  
Centennial, CO 80121  
(303) 798-5131  
[www.sspr.org](http://www.sspr.org)

South Suburban Parks and Recreation District is a quasi-municipal corporation and a political subdivision of the State of Colorado, formed in 1959. It operates and maintains 1,206 acres of developed parks, 1,997 acres of natural areas, 79 miles of trails, and 492 acres of special facilities.

### Transportation

Regional Transportation District (RTD)  
1600 Blake Street  
Denver, CO 80202  
(303) 299-6000  
[www.rtd-denver.com](http://www.rtd-denver.com)

RTD provides service to 2.7 million people across 2,348 square miles, 40 municipalities and eight counties. Services include local bus services along major streets, express and regional bus routes providing non-stop services along longer distances, bus service to Denver International Airport, a free shuttle on the Sixteenth Street Mall in downtown Denver, and light rail service serving Denver and its southern suburbs. In addition to the fixed route services, RTD provides services to sporting events and other special events, special services for the disabled and senior citizens, and door-to-door services in limited areas of the District.

*Source:*

<http://www.rtd-denver.com/factsAndFigures.shtml>

Colorado Department of Transportation  
(303) 757-9011  
<http://www.coloradodot.info>

The Colorado Department of Transportation (CDOT) is responsible for a 9,146 mile highway system, including 3,447 bridges. Each year, this system handles 27.4 billion vehicle miles of travel. While the Interstate system accounts for roughly 10 percent of system miles, 40 percent of all travel miles take place on the Interstate system.

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





### Healthcare

*Centennial Medical Plaza*  
14200 East Arapahoe Road  
Centennial, CO 80112  
(303) 699-3000

<http://auroramed.com/centennial-medical-plaza/index.htm>

An affiliate of The Medical Center of Aurora, Centennial Medical Plaza treats injuries and illnesses with virtually all the support services of a hospital setting. Centennial has a full-service ER with special expertise and staff for treating children's illnesses and injuries.

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

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

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

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

---

### Utilities – Electric & Natural Gas

*Xcel Energy*  
[www.xcelenergy.com](http://www.xcelenergy.com)  
800-895-4999

*Intermountain Rural Electric Association*  
[www.intermountain-rea.com](http://www.intermountain-rea.com)  
303-688-3100

### Utilities – Water & Sanitation Districts

|  |                |
|--|----------------|
| Arapahoe Estates Water District                      | (303) 854-8282 |
| Arapahoe County Water & Wastewater Authority (ACWWA) | (303) 790-4830 |
| Castlewood Water & Sanitation District               | (303) 773-1605 |
| Cherry Creek Basin Water Quality Authority           | (303) 779-4525 |
| Denver Water   | (303) 893-2444 |
| East Cherry Creek Valley Water & Sanitation District | (303) 693-3800 |
| East Valley Metropolitan District                    | (303) 841-3474 |
| Havana Water District                                | (303) 779-4525 |
| South Arapahoe Sanitation District                   | (303) 985-3636 |
| South Englewood Sanitation District 1                | (303) 797-6200 |
| Southeast Metro Storm Water Authority                | (303) 858-8844 |
| Southgate Water & Sanitation District                | (303) 779-0261 |
| Willows Water District                               | (303) 770-8625 |

Metropolitan Districts

|  |                |
|--|----------------|
| Centennial 25 Metro District                       | (303) 758-3500 |
| Chapparral Metropolitan District                   | (303) 381-4960 |
| Columbia Metropolitan District                     | (303) 987-0835 |
| Dove Valley Metropolitan District                  | (303) 987-0835 |
| East Arapahoe Metropolitan District                | (303) 986-1551 |
| East Smoky Hill Metropolitan District #1           | (303) 770-2700 |
| East Valley Metropolitan District                  | (303) 841-3474 |
| Greenwood South Metropolitan District              | (303) 779-4550 |
| Heritage Greens Metropolitan District              | (303) 839-3800 |
| Highland Park Metropolitan District                | (303) 779-4525 |
| Interstate South Metropolitan District             | (303) 770-2700 |
| Landmark Metropolitan District                     | (303) 779-4525 |
| Liverpool Metropolitan District                    | (303) 779-5710 |
| Panorama Metropolitan District                     | (303) 987-0835 |
| Parker Jordan Metropolitan District                | (303) 779-4525 |
| Piney Creek Metropolitan District                  | (303) 946-2015 |
| Piney Creek Village Metropolitan District          | (303) 987-0835 |
| Smoky Hill Metropolitan District                   | (303) 693-3414 |
| South Arapahoe Sanitation District                 | (303) 985-3636 |
| Southeast Public Improvement Metropolitan District | (303) 773-1700 |
| Southern Metropolitan District                     | (303) 986-1551 |
| Southgate at Centennial Metropolitan District      | (303) 649-9857 |
| Southglenn Metropolitan District                   | (303) 779-4525 |
| Suburban Metropolitan District                     | (303) 592-4380 |
| Valley Club Pointe Metropolitan District           | (303) 839-3800 |
| Vermilion Creek Metropolitan District              | (720) 291-8125 |
| Sundance Hills Metropolitan District               | (303) 482-1002 |
| Verona Estates Metropolitan District, 1 and 2      | (303) 858-1800 |



### **Budget Policies**

#### **Budget Philosophy**

The City's Budget is the long-range financial plan by which Council policy is implemented and controlled. In addition to the City's Charter, the Colorado Constitution and Colorado State Budget Law provide the basic legal requirements and timelines for the City's budget process. City Council's goals, City-wide objectives, ordinances, and resolutions provide policy direction that respond to the needs and desires of the community.

Municipal services are funded through a variety of taxes, fees, charges for service, and intergovernmental revenues. Generally, the City:

- anticipates conservative growth and revenue forecasts for budgeting purposes
- appropriates the budget in accordance with the City's Charter, Colorado Constitution, and Colorado State laws
- adopts financial management policies that establish guidelines for financial plans and includes these policies in the annual budget document
- establishes budgets for all funds based on adopted policies and practices
- adjusts the budget to reflect changes in the local economy, changes in priorities, and receipt of unbudgeted revenues
- organizes the budget so revenues are related to expenditures, to the extent possible
- prepares a multi-year strategic plan for the City, including capital improvement projects
- allows staff to manage the operating and capital budgets, with City Council's approval
- provides department directors with immediate access to revenue and expenditure information to assist their efforts in controlling annual expenditures against budget appropriations

#### **Budget Process**

The annual Budget is generally prepared in accordance with the Governmental Accounting, Auditing, and Financial Reporting (GAAFR) and the Governmental Accounting Standards Board (GASB), in addition to the guidelines of the Government Finance Officers Association (GFOA). The City prepares its budget on a calendar year basis as required under the City's Charter. The budget must be balanced, or present a revenue surplus. "Balanced Budget" is defined as a budget in which planned expenditures do not exceed forecasted revenues plus fund balance, including surpluses. This means that appropriated expenditures cannot exceed the sum of anticipated revenues and beginning fund balance.

#### **Budget Committee**

In accordance with Section 11.16(c) of the Charter, City Council passed Ordinance No. 2009-O-3, creating the Centennial Budget Committee. The purpose of this committee is to promote citizen involvement in the budgeting decisions of the City by having the committee study all phases of the budget and make recommendations and reports to City Council about those studies.

#### **Budget Term**

The Budget Term is consistent with the City's fiscal year which begins on the first day of January and ends on the last day of December.



### **Basis for Budgeting**

The budget parallels the City's governmental accounting basis. The modified accrual basis of accounting is used for all fund operations and financial statements, except for the enterprise fund, which generally uses the full accrual basis. Under the modified accrual basis of accounting, revenues are recognized as soon as they are both measurable and available and expenditures are generally recorded when a liability is incurred. The City accounts for revenues and expenditures if collected or incurred within 60 days of the end of the fiscal period. In comparison, under the full accrual basis of accounting, which is used for the City's government-wide financial statements and proprietary fund financial statements, revenues are recorded when earned and expenditures are recorded when a liability is incurred, regardless of the timing of related cash flows.

### **Budget Contingencies**

Budget contingencies, or "Use of Prior Year Fund Balance", may be established for those times when spending for unanticipated, or contingency items, is unforeseeable. Generally, budget contingency amounts may be established within any of the City's funds, including the Capital Improvement Fund, Open Space Fund, Conservation Trust Fund, General Improvement District Funds, or Urban Redevelopment Fund. A contingency line item is required for the General Fund, pursuant to the City Charter, Section 11.10. The amount budgeted as a contingency is primarily for those times when spending for a particular item has not been budgeted, or for project costs greater than the amount originally established due to unforeseen circumstances. If a project is completed for an amount less than budgeted, the unspent balance may be moved to the contingency line item within the same fund. Amounts may be moved in and out of the contingency line item by fund, as necessary, while maintaining the budgeted fund balance as a percent of expenditures plus transfers out.

### **Budget Recommendations**

In accordance with the City Charter (Section 11.5), on or before the twentieth (20th) day of September, the City Manager is required to present a proposed budget for the upcoming year to City Council. The proposed budget provides a complete financial plan for each fund of the City, and includes appropriate financial statements for each type of fund showing comparative figures for the last completed fiscal year, adopted figures for the current year, comparative anticipated figures (revised) for the current year, and recommendations for the ensuing year.

### **Public Hearings**

In accordance with the City Charter (Section 11.6), the City Manager's proposed budget is a matter of public record and is open to the public for inspection. One public hearing on the proposed budget, and amendments as necessary to the current year's Adopted Budget, occurs each year. Appropriate notice (at least seven days in advance) of the time and place of the hearing is placed in a newspaper of general circulation and on the City's website.

### **Adoption and Appropriation of Funds**

In accordance with the City Charter (Section 11.12), on or before the fifteenth (15th) day of December, the City Council will adopt a balanced budget by resolution for the current year revised and ensuing year, and may adopt a Revised Budget for the current year concurrent with the adoption of the ensuing year's budget.

In accordance with the City Charter (Section 11.7), the budget adopted by the City Council will contain the following:

- an estimate of anticipated revenue from all sources for the ensuing year
- an estimate of the general fund cash surplus at the end of the current fiscal year or of the deficit to be made up by appropriation
- the estimated expenditures necessary for the operation of the departments, offices and agencies of the City



- debt service requirements for the ensuing fiscal year
- an estimate of the sum required to be raised by the tax levy for the ensuing fiscal year and the rate of levy necessary to produce such sum
- a balance between the total estimated expenditures, including any deficit to be met and monies set aside for public improvements and total anticipated revenue plus any surplus

In addition, all estimates will be in detail showing revenues by source and expenditures by departments, organizational units, activities, character and object.

### Changes to Adopted Budget

After the commencement of the fiscal year, the amounts appropriated for the proposed expenditures in the adopted budget are deemed appropriated for each purpose specified. The expenditures of City operating funds cannot exceed the budgeted appropriations for the respective fund. In certain cases however, adopted budgets can be increased, decreased, or amounts transferred between funds upon City Council authorization.

### Supplemental Appropriation

On recommendation of the City Manager, and in accordance with City Charter (Section 11.13), City Council can make supplemental appropriations from actual and anticipated revenues and prior year reserve amounts as long as the total amount budgeted does not exceed the actual or anticipated revenue total and the available reserve balance. No appropriation can be made which exceeds the revenues, reserves, or other funds anticipated or available except for emergencies endangering the public peace, health or safety after the adoption of the annual appropriation.

### Unanticipated Revenue

Council may approve for expenditure any unanticipated revenue that may be received during the fiscal year. Such revenue may be generated from grants, issuance of bonds, or the implementation of a new fee.

### Carry Over

Generally, all operating budget appropriations lapse at year end, although unexpended appropriations may be reappropriated for the next year. Unexpended capital project appropriations in the Capital Improvement Program are automatically reappropriated for the next year, by project, until project completion at which time funds are unappropriated and generally reported in fund balance.

### Budget Decreases

The budget may be decreased below approved levels during the fiscal year. Changes in service demands, economic conditions, and City Council goals and direction may cause such budget reductions. Each service area is responsible for developing a plan to reduce expenses. Each plan must be in place and ready for implementation should the need arise. If the City Manager directs budget reductions, Council will be informed immediately and may take action as deemed necessary to prevent or minimize any deficit through resolution. If the circumstances leading to the reduction in budget change, the appropriation may be made available for expenditure.

### Level and Control / Budget Transfers

Control of expenditures is exercised at the fund level. Department directors are responsible for all expenditures made against appropriations within their respective departments; the Finance Department may allocate resources within a fund, with the City Manager's consent provided the following:

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





- The City may transfer appropriated funding from one fund to another fund provided:
  - the transfer is made from a fund in which the amount appropriated exceeds the amount needed to accomplish the purpose specified by the appropriation
  - the purpose for which the funds were initially appropriated no longer exists
  - the transfer, if applicable, may include a subsidy of funding from one fund to support program needs of another fund
  - the transfer is approved by City Council through resolution

### Lapsed Appropriations

All appropriations not spent at the end of the fiscal year lapse into the fund balance applicable to the specific fund, except as follows:

- Capital Improvement Program – appropriations within the Capital Improvement, Open Space, and Conservation Trust Funds do not lapse until the project is completed and/or closed out
- the City Council can terminate a capital project or a federal or state grant at any time prior to completion of the project or expiration of the grant

### Fund Accounting

Fund accounting is generally used both for budgeting and accounting purposes. Each fund is established for a specific purpose and is considered a separate accounting entity. Council must approve or appropriate any expenditure from the various funds, including expenditures from reserves. Authorization is generally formalized prior to the beginning of each fiscal year, but may occur by City Council anytime during the year if funds are available. All City expenditures within the funds described below are appropriated by City Council, and the Fund Structure Summary on the following page depicts an illustration of each of the funds listed below.

#### City Fund Types

**General Fund** - the General Fund is the general operating fund of the City. It is used to account for all resources except those required to be accounted for in another fund.

**Special Revenue Funds** - Special Revenue Funds are used to account for the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects. The City's Special Revenue Funds include the: Open Space Fund, Conservation Trust Fund, Cherry Park General Improvement District (GID), Foxridge GID, Walnut Hills GID, Antelope GID, and Centennial Urban Redevelopment Authority Fund.

**Debt Service Funds** - Debt Service Funds are used to account for financial resources that are restricted, committed, or assigned to expenditure for principal and interest. The City does not currently have any Debt Service Funds.

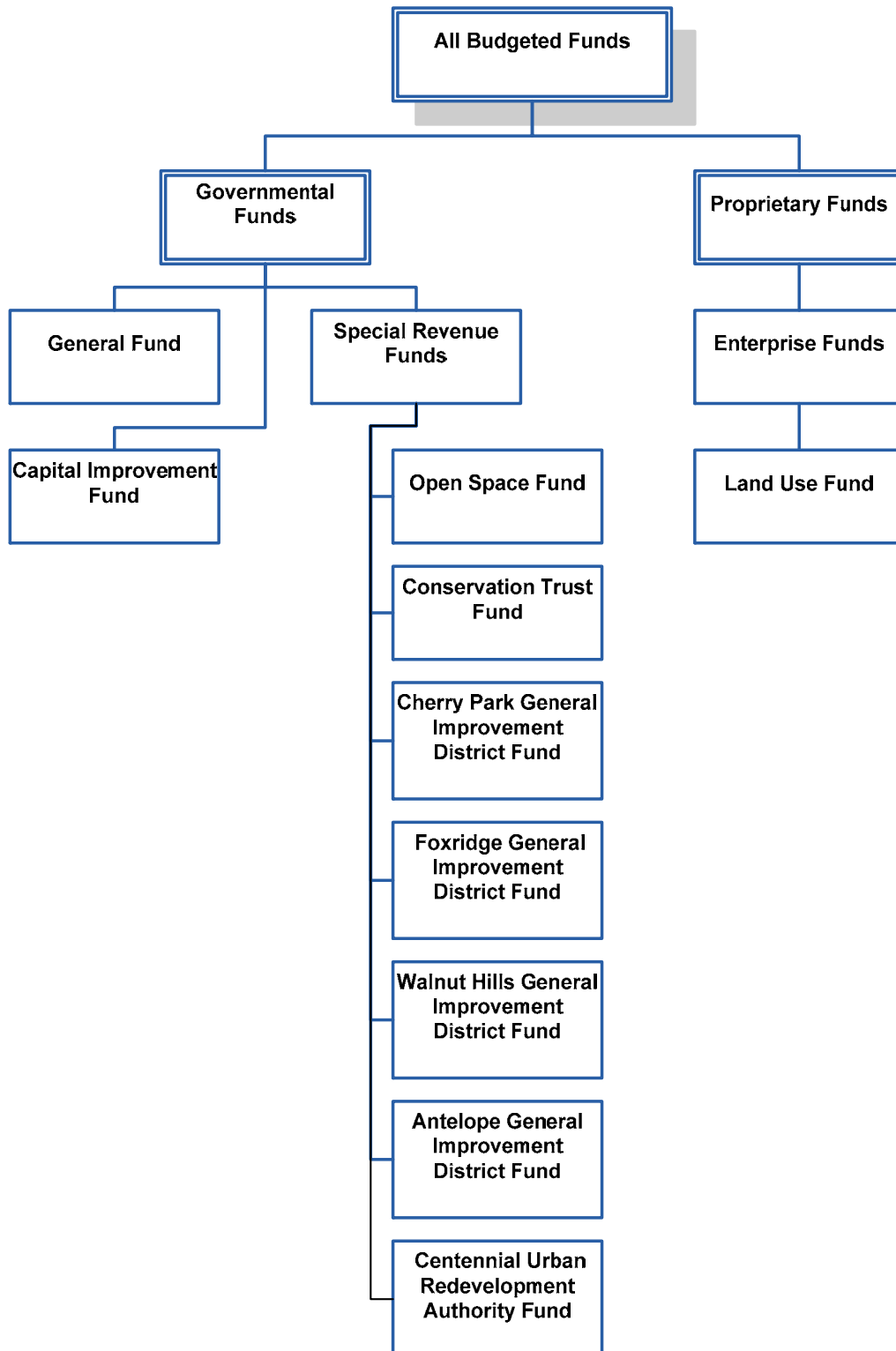
**Capital Project Funds** – Capital Project Funds are used to account for resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets. The Capital Improvement Fund is the City's only Capital Project Fund.

**Enterprise Fund** - Enterprise Funds account for activities which are similar to those found in the private sector. Financial activity is reported in essentially the same manner as in commercial accounting where net income and capital maintenance are measured. The Land Use Fund is the City's only Enterprise Fund.



## Fund Structure Summary

Fund Organization for the 2013 Revised and 2014 Adopted Budgets





### **Strategic Plan**

The City develops a five year strategic plan that demonstrates its ability to accomplish long-term goals. The strategic plan is intended to be utilized as a planning tool and does not illustrate future budgets, services, or programs in any detail, but only by fund type. Although expenditures are approved for the current budget year only, the plan includes the following:

- long-term goals of the City
- a listing of all capital improvements and other capital expenditures which are proposed to be undertaken during the current budget and four years beyond, with appropriate supporting information as to the necessity of each
- cost estimates and recommended time schedules for each improvement or other capital expenditure
- method of financing each capital expenditure
- estimated annual cost of operating and maintaining the facilities to be constructed or acquired

### **Budget Preparation and Schedule**

The City's financial and management policies guide the preparation of the budget. Staff is required to reference and incorporate into departmental budgets the community's goals and strategies. The goals and objectives which support community values and vision can be found throughout the budget document. A team comprised of City Staff develops the guidelines which are consistent with budget and financial policies. During the development of the budget, all department directors provide their expertise to the budget team.

### **Budget Preparation Schedule**

| <b>Date (2013)</b> | <b>Action</b>   |
|--------------------|---|
| March 13           | Budget Committee Meeting  |
| April 1            | Budget Committee Meeting  |
| April 8            | City Council Budget Workshop  |
| May 20             | Budget Forms Distributed to Departments                                     |
| May 29             | Budget Committee Meeting  |
| July 8             | Budget Forms Due to Budget Team   |
| August 29          | Budget Committee Meeting  |
| September 3        | Budget Committee Meeting  |
| September 16       | City Manager's 2013 Revised/2014 Proposed Budgets Presented to City Council |
| October 22         | Budget Committee Meeting  |
| November 4         | Public Hearing for Adoption of 2013 Revised/2014 Proposed Budgets           |
| December 9         | Certification of Mill Levy  |
| December 31        | Submit Certified Copy of 2014 Annual Budget to the State                    |
| December 31        | Submit 2014 Annual Budget to the Government Finance Officer's Association   |



### **Other Financial Policies**

#### **Revenue Policy and Overview**

General Structure - The City strives to maintain a strong, diverse, and balanced revenue structure, recognizing that a dependence on any individual revenue source may cause revenue yields to be vulnerable to economic cycles. All revenues are conservatively projected for budgetary purposes, and are monitored monthly as amounts are received. Revenues which are considered to be “one-time” resources are used to fund one-time expenditures, including capital projects, or may be included in fund balance. These revenue sources are not relied upon for future year, or ongoing, expenditures. Similarly, revenues with unpredictable receipt patterns are projected conservatively, and any amount collected in excess of the amount projected may be applied to the fund balance.

The City’s revenue structure includes taxes, fees, interest, intergovernmental funds, grants, and other sources including fines.

#### Taxes

Taxes are levied and collected by the City pursuant to State and City law and as a result of voter approval. The amount of any tax levied will not exceed the rate or levy allowed by law or voter approval. Other tax amounts received by the City as a result of taxes or levies imposed by other governmental units will be collected by the City in accordance with established distribution formulas and methodologies.

#### Fees

Fees are collected by the City for amounts imposed by the State, established by City Council through Ordinance or Resolution, agreed upon pursuant to a contract or agreement, or for services provided. All fees are reviewed periodically for propriety and consistency with any agreements.

Fees collected by the City for amounts imposed by the State will be the only amount collected for these fee types.

Fees collected pursuant to a contract or agreement will not exceed the amount approved by City Council.

In accordance with the Charter, City Council will determine the amount of any fee, with the exception of franchise fees, by considering the costs incurred by the City in providing the service for which the fee is charged. Fees for services are established based upon the value of the service provided, including both direct and indirect costs incurred by the City. These fees may be charged based upon a cost allocation method that most accurately reflects the cost of providing a service.

#### Interest

Investment earnings are based on amounts credited to City accounts and funds, and is based on the principal balance invested in accordance with the City’s investment policy.

#### Intergovernmental

Revenues collected from other governmental units are based on intergovernmental agreements as approved by City Council, or based upon established distribution formulas and methodologies.

#### Grant

Grant revenues are collected based upon awards received from applications submitted.

Limitations - The City will remain in compliance with all revenue limitations as defined by the Taxpayers Bill of Rights (TABOR) and as supplemented by state law and interpreted by the Colorado courts, in addition to amounts dedicated for specific purposes as authorized by voter approval.





**TABOR** - In 1992, Colorado voters approved an amendment to the Colorado Constitution that placed limitations on revenue and expenditures of the State and all local governments. Even though the limit is placed on both revenue and expenditures, the constitutional amendment ultimately limits growth of revenue collections.

The amount of the limitation equals the increase in the Denver-Boulder-Greeley Consumer Price Index plus local growth (new construction and annexation minus demolition). This percentage is added to the preceding year's revenue base, giving the dollar limit allowed for revenue collection in the ensuing year. Any revenue collected over the allowable limit must be refunded in the subsequent year by refunding methods approved by law. Cities have the option of placing a ballot question before the voters asking for approval by the citizens to retain and spend revenue collected that is over the TABOR limit. Federal grants and/or gifts to the City are not included in the revenue limit. TABOR also requires a vote of the people before any tax rates are raised or a tax base is changed in a manner that would result in a net revenue gain.

In 2001, the Centennial voters permanently exempted the City from TABOR revenue limitations on sales tax, use tax and property tax. In 2006, the Centennial voters approved an initiative to waive the TABOR revenue limitations on all other sources of revenue through 2013, dedicating the excess revenues to Law Enforcement and Public Works programming. In 2012, voters approved an initiative to waive the TABOR revenue limitations on all current and future revenue sources permanently, authorizing the City to use excess revenues for any governmental purpose.

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

| Year           | 2008 | 2009  | 2010 | 2011  | 2012  | 2013 | 2014 | 2015  | 2016 | 2017 | 2018  |
|----------------|------|-------|------|-------|-------|------|------|-------|------|------|-------|
| Revenue Change | 9.1% | -6.8% | 3.5% | 21.7% | 10.1% | 3.8% | 6.6% | -2.4% | 0.1% | 0.1% | -0.2% |

In 2013, revenues as revised are expected to increase from actual 2012 revenues by 3.8 percent, or \$2.8 million.

**Sales Tax** - The City's sales tax revenue is expected to increase by \$0.4 million compared to 2012 actual collections. This expected increase is due to several factors including increased sales tax collections at The Streets at SouthGlenn, Centennial Promenade Retail Center, and an overall increase in consumer spending.

**Automobile Use Tax** - The City's automobile use tax is expected to increase by \$0.3 million over 2012 actual collections. Despite volatile gas prices, according to a recent Thomson Reuters reading on consumer sentiment, consumer confidence is the strongest it's been in nearly six years. Combine this with Colorado Automotive Dealers Association's reporting of increased auto registrations of 13.2 percent through the first half of 2013 when compared to the same period in 2012, and the automobile use tax outlook points towards continued growth.

**Property Tax** - The City's property tax is expected to increase by \$0.4 million over 2012 actual collections. The increase of property tax over 2012 revenues is due to an increase of assessed valuations of property and the addition of annexed properties.

**Grant Revenue** - The City's grant revenue is expected to increase by \$0.6 million over 2012 revenues. This increase of grant revenue is primarily from several grantors including Denver Regional Council of Governments (DRCOG), Colorado Department of Transportation (CDOT), Arapahoe County Open Space, Great Outdoors of Colorado Trust Fund, and the Community Development Block Grant (CDBG).

**Franchise Fees** - The City's franchise fee revenue is expected to increase by \$0.2 million over 2012 actual collections. Unseasonably cooler weather in the first quarter of 2013 contributed to an increase in both gas and electric consumption, which contributed to an increase in franchise fee collections year-to-date 2013 when compared to the same period in 2012. In addition, a slight increase in average gas and electric rates



year-to-date 2013 over those charged during the same period in 2012 contribute to an increase in franchise fee collections compared to the prior year.

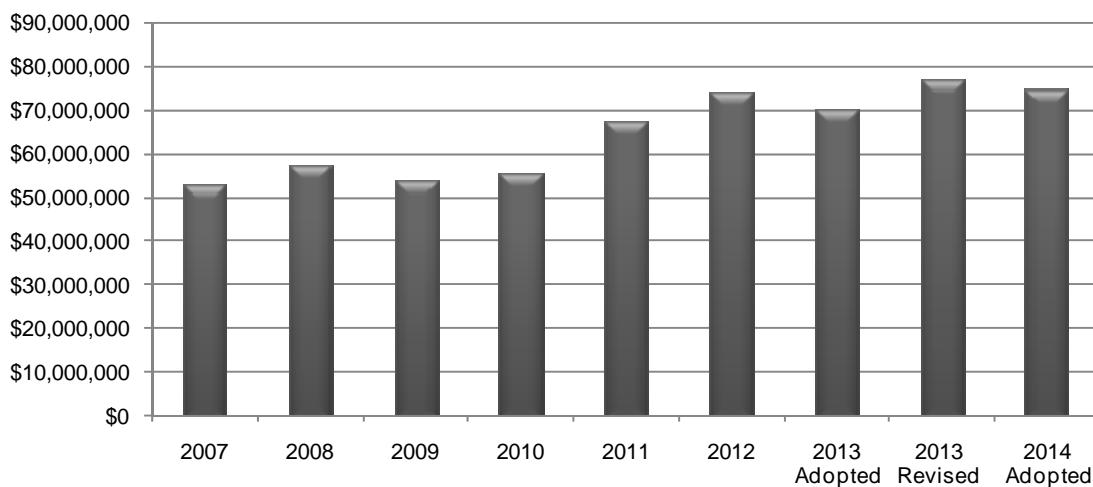
Other Intergovernmental Revenue – The City's other intergovernmental revenue is expected to increase by \$0.2 million over 2012 actual collections. This increase is attributable to an increase in Open Space sales tax collections.

All Other Revenue Sources - All other revenue sources for the City remain relatively flat as compared to 2012.

2014 Adopted Budget - The volatility of recent market trends continues to make forecasting difficult for the City. As a result, the City relies heavily on the State's professional economists for guidance, in addition to careful analysis of current trends and future projections. Revenues for 2014, as compared to the 2013 Adopted Budget, are expected to increase by \$4.6 million. The overall change is due to anticipated increases in sales tax (\$2.3 million), building materials use tax (\$0.3 million), property tax (\$0.1 million), automobile use tax (\$0.5 million), franchise fees (\$0.1 million), licenses and permits (\$0.6 million), and grant revenue (\$0.8 million).

The following graph depicts revenues for the prior six years of revenue data, the adopted and revised budget for the current year, and the estimated revenues included in the 2014 budget. The City has experienced revenue growth over the past few years due to new developments/redevelopments, annexations, sales tax compliance programming, and the receipt of various grants. This positive trend is attributable to the City's diverse revenue base where the proportion of most revenue sources remain relatively constant from year to year.

### Total Revenue



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

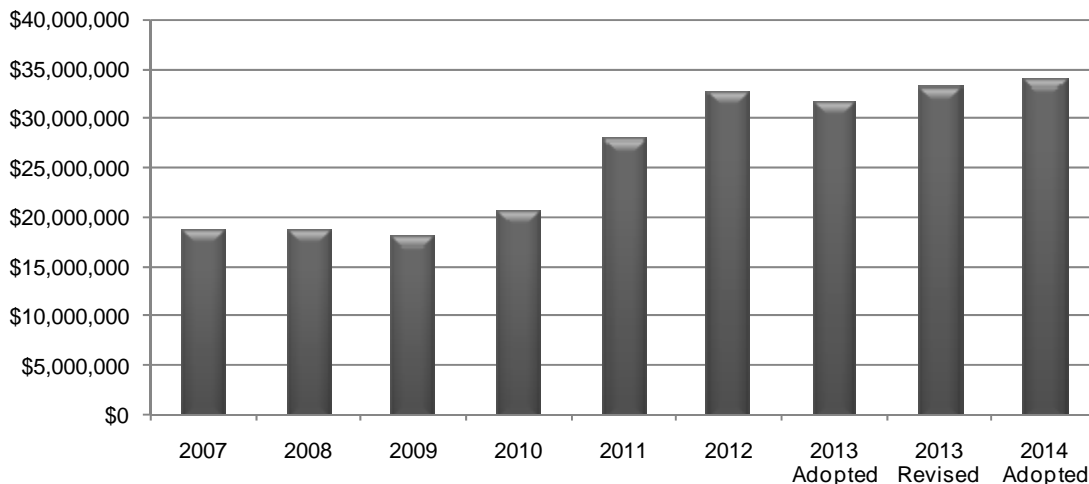
Sales Tax - The City collects a 2.5 percent (2.5%) tax on sales of tangible personal property and specific services. Sales taxes were collected by the retailer and reported directly to the State of Colorado on either a monthly, quarterly, or annual basis for years 2008 and prior. Beginning in 2009, the City began to self-collect sales taxes as established by ordinance. The City sales tax rate was 1.5 percent (1.5%) from 2001 through 2003. The voters approved a 1 percent (1%) sales tax rate increase in November 2003, effective January 1, 2004, bringing the City's total tax rate to 2.5 percent (2.5%). Fifty percent (50%) of the revenues generated from the sales tax increase, not to exceed \$2.8 million annually, is restricted to the acquisition, construction,



operation, maintenance and financing, including debt service financing if subsequently approved by the voters, for transportation and drainage systems. The remaining 50 percent (50%) of the revenues generated from the sales tax increase may be used for any purpose authorized by law and City Council.

Sales tax represents approximately 45 percent (45%) of the City's total revenues. The City's retail base is fairly diverse and has proven to be relatively stable providing the City with a strong base for sales tax revenues. Sales tax is forecasted using historic trends, and adjustments are made for certain anomalies including revenues resulting from sales tax audits, new retail development, and projected retail sales growth. Projections for 2014 are primarily based upon historic trends (including all businesses that have been established for one year or more), plus an adjustment for expected new businesses. Estimated revenues for 2014 are \$33,970,740.

## Sales Tax Revenue



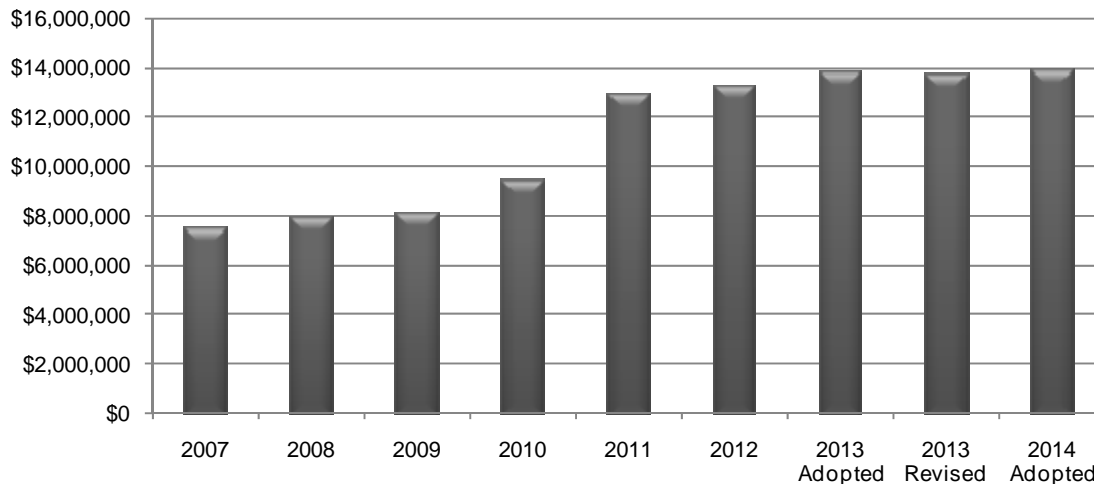
**Property Tax** - Property taxes are levied on December 31, and attach as an enforceable lien on property as of January 1. Taxes are due February 28 and June 15, if paid in two installments, or April 30 if paid with a single payment. Taxes are delinquent if not paid as of August 31. If the taxes are not paid by the last day of September, the property may be sold at a public auction. Arapahoe County bills and collects all of the property taxes and remits collections to the City on a monthly basis after deducting a one percent (1%) collection fee (and 1.5 percent (1.5%) for the general improvement districts).

The City of Centennial's mill levy has been 4.982 since the City's incorporation in 2001, with the exception of the mill levy for 2008 which was temporarily decreased to 4.906 mills due to higher than anticipated residential property valuations. A mill is one-tenth of one cent. In other words, one mill represents \$1 for every \$1,000 in assessed property value. The mill levy is multiplied by the assessed valuation of a property to calculate the property tax.

Property tax represents approximately 19 percent (19%) of the City's total revenues. Property taxes are forecasted for 2013 and 2014 primarily based on assessed valuations as determined by Arapahoe County, and applying the City's current mill levy rate. However, historic data, economic indicators, and future investments into the community are also taken into consideration when reviewing assessed valuations and the impact to property tax. The City's estimated increase in property tax for 2014 is based on preliminary information provided by Arapahoe County. 2013 is a reassessment year for tax collections in 2014 and 2015. The City generally projects revenues conservatively and has taken into consideration current uncertain economic conditions and the affect of foreclosure activity; as a result, the City will continue to monitor assessed valuation amounts and adjust projected property tax revenues accordingly. Estimated revenues for 2014 are \$13,947,437.



## Property Tax Revenue



**Franchise Fees** - The City receives franchise fees for cable television, gas, and electric services. Franchise fees represent approximately 7 percent (7%) of the City's total revenues. The City expects an increase for 2013 as compared to 2012 and anticipates slightly higher levels for 2014.

**Cable Television Franchise Fee** - This fee is compensation for the benefits and privileges granted under the Cable Television Franchise Agreement. The fees are in consideration of permission to use City streets and rights-of-way for the provision of cable services. Throughout the duration of the Agreement, the fee is established at 5 percent (5%) of gross subscriber revenues.

Cable television franchise fee revenues are forecasted based on cable television subscription rates and trend data. During 2013, cable subscription rates increased by approximately 3.3 percent (3.3%), which is a contributing factor to increased revenue trends year-over-year. Estimated revenues for 2014 are \$1,177,261.

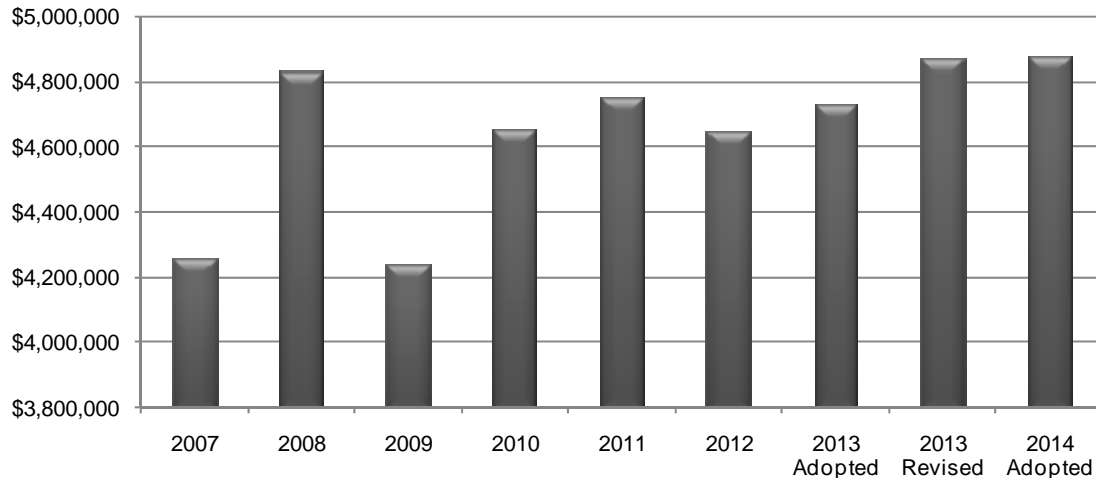
**Gas/Electric Franchise Fee** - The City currently has a nonexclusive franchise agreement with Xcel Energy and Intermountain Rural Electric Association (IREA) for the right to furnish, sell, and distribute natural gas and/or electricity to residents and businesses within the community. The agreement provides Xcel Energy and IREA with access to public property to provide these services. In consideration for this franchise, the companies pay the City a sum equal to 3 percent (3%) of all revenues received from the sale of natural gas and/or electricity within the City.

Gas and electric franchise fee revenues are forecasted based on estimated usage, natural gas and electricity prices, and trend data. Year-over-year trend data shows fluctuations in actual revenues resulting from changes in prices and usage related to weather. The City estimated that revenues for 2013 would be slightly higher than the amounts collected for 2012. However, the mild weather in 2013 has resulted in a slight reduction in gas franchise fee revenue and as a result the budget for 2013 gas franchise fees has been revised downward. The expectation of similar weather patterns and the probability of continuation of Xcel's tiered rate structure for electricity in the summer months have resulted in flat revenue projections for gas and electric for 2014. Estimated revenues for 2014 are \$3,698,356.



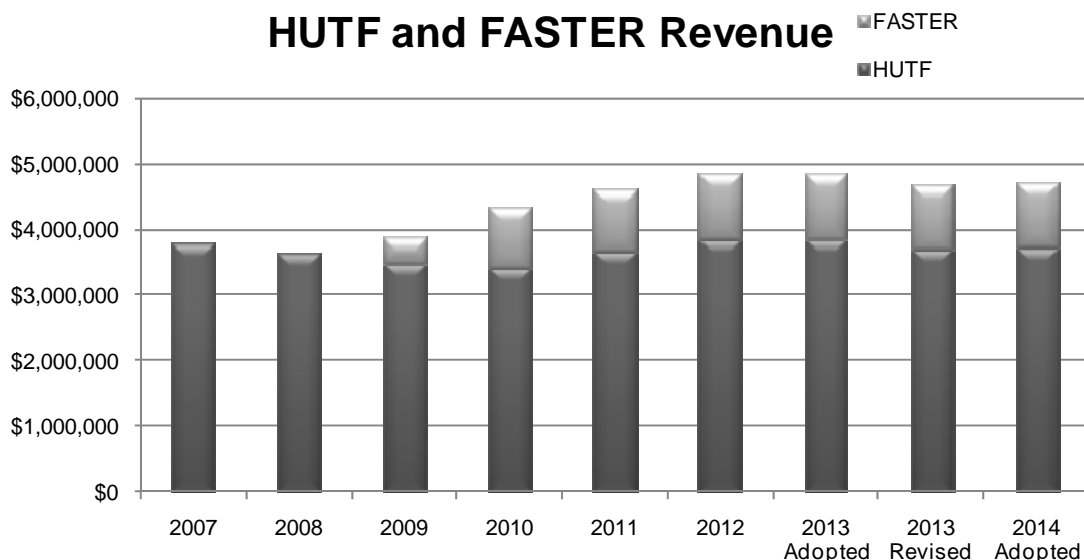


## Franchise Fee Revenue



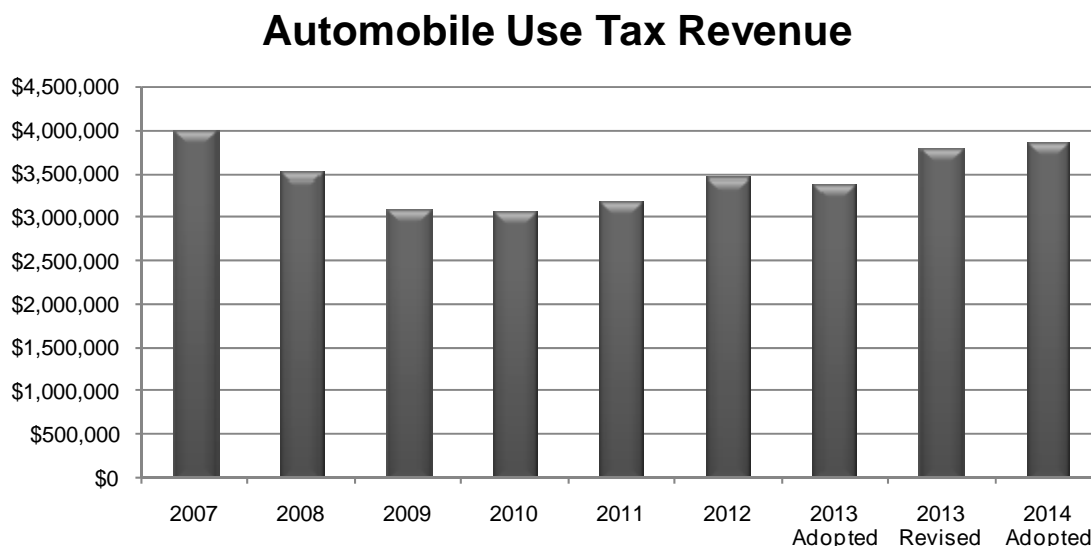
Highway Users Tax Fund - The Highway Users Tax Fund (HUTF) is a State collected locally shared revenue. HUTF revenues are based on a variety of formulas that include revenues based on motor fuel taxes, driver's licenses, and motor vehicle registration fees. The Highway Users Tax is distributed monthly among the State, counties, and municipalities based on a formula that takes into account the number of vehicles registered and the miles of roads in each municipality relative to the same data in other municipalities. These funds must be spent on new construction, safety, reconstruction, improvement, repair and maintenance, and capacity improvements of streets and roads. In July of 2009, Funding Advancements for Surface Transportation and Economic Recovery (FASTER) revenue resulting from Senate Bill 09-108 began to be distributed in the same method as HUTF revenue.

HUTF revenues represent 6 percent (6%) of the City's total revenues. HUTF revenues are forecasted based on trend data; however, consideration is given to motor fuel sales and registration fees. While motor fuel sale prices have increased, it is unknown how this has affected, or will affect, total motor fuel sales. The City's distribution ratio that determines the amount of HUTF revenue received increased by 12.5 percent (12.5%) effective July 2011. Following the increase, the City's distribution ratio decreased 1.5 percent (1.5%) effective July 2012 and is decreasing 2.0 percent (2.0%) effective July 2013. The 2013 Revised Budget and 2014 Adopted Budget take these changes into consideration. In the graph below, FASTER revenue is recorded separately from HUTF revenue to show the receipts of each. Total HUTF (including FASTER) revenues for 2014 are \$4,703,600.



**Automobile Use Tax** – The City collects 2.5 percent (2.5%) use tax on all motor vehicles purchased outside of the City but registered to owners who reside in the City. In November 2003, voters approved a 2.5 percent (2.5%) auto use tax effective January 1, 2004. Revenues generated from this tax are to be used solely for the acquisition, construction, operating, maintenance and financing, including debt service financing if subsequently approved by the voters, for transportation system improvements. Auto use tax is collected by the Arapahoe County Treasurer for which a 5 percent (5%) fee is paid to the County as the collecting agency. Vehicle sales made within the City to City residents are reported as sales tax collected by the County.

Automobile use tax represents approximately 5 percent (5%) of the City's total revenues. Automobile use tax is forecasted using historic trends and industry indicators with regard to automobile sales. Automobile use tax is projected to increase for 2013 based upon current automobile sales trends, and another modest increase is expected in 2014 as the automobile industry continues its recovery from the recession. Estimated revenues for 2014 are \$3,867,021.





Other Intergovernmental Revenue - Other Intergovernmental Revenue primarily includes Arapahoe County Open Space Funds and Conservation Trust Funds from the State of Colorado. In the November 2003 election, Arapahoe County voters approved a County-wide 1/4 cent sales tax to acquire additional open space or park land and to make improvements to parks and trails. This sales tax was scheduled to sunset in 2013 however it was extended by voters in Arapahoe County (November 2011 election) to December 31, 2023. Conservation Trust Funds are received from the State of Colorado totaling 40 percent (40%) of net lottery proceeds to be used for the acquisition, development and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes and is distributed to local governments primarily by population.

Total other intergovernmental revenues represent approximately 3 percent (3%) of the City's total revenues. Open Space and Conservation Trust Fund revenues are forecasted primarily based on current year revenues; however other factors are considered including retail sales information. Historic trends show an increase in revenues for the 2013 Revised Budget; however as a matter of conservatism, revenues for 2014 of \$2,507,362 represent a slight decrease comparatively.

Fines & Fees - Fines and fees are established by City ordinance. City fines and fees are a result of: municipal court, animal services, pavement degradation, right-of-way usage and liquor licensing. City fees will not exceed the overall cost of providing services for which the fee is imposed. In calculating the cost of providing a service, both direct and indirect costs may be included. The City reviews all fees for licenses, permits, fines, and other miscellaneous charges as part of the annual budget process.

The most significant source of fines and fees for the City are related to the municipal court. Municipal court fines and fees represent approximately 3 percent (3%) of the City's total revenues. For the most part, court fines and fee revenues have increased year-to-year; however, the past three budget cycles indicate small increases and decreases. For budgeting purposes more conservative projections are used due to the potentially erratic nature of traffic infractions and citations issued.

Municipal Court fines and fees are forecasted based on current year activity and prior year actual amounts. Estimated revenues for 2014 are \$1,949,209.

Building Materials Use Tax – The City collects 2.5 percent (2.5%) use tax at the time a building permit is issued to a business or homeowner within the City to build or remodel commercial or residential property. The City's Building Materials Use Tax rate was 1.5 percent (1.5%) from 2001 through 2003. The voters approved a 1 percent (1%) building materials use tax rate increase in November 2003, effective January 1, 2004, bringing the City's total building materials use tax rate to 2.5 percent (2.5%). The revenues generated from the building material use tax increase may be used for any purpose authorized by law and City Council.

Building materials use tax represents approximately 2 percent (2%) of the City's total revenues. Building materials use tax is forecasted based on historic trends. This includes building materials use tax received to date and adjusted for tenant improvements in retail centers either previously or currently under construction and future development. The projection for 2014 increased slightly from the 2013 Adopted Budget due to a rebounding construction economy. Estimated revenues for 2014 are \$1,600,000.

Licenses & Permits - Licenses & Permits are established by ordinance allowing the City to collect various licenses or permit fees. These licenses or permit fees allow the purchaser to perform or provide specific services or goods within the City.

Total license and permit revenues represent approximately 4 percent (4%) of the City's total revenues. There are several types of licenses and permits required within the City. The following are the more significant licenses and permits required within the City.



**Contractor's License Fees** - Contractor license fees represent an annual license fee for all construction contractors doing business within the boundaries of the City. Contractor's licenses are forecasted based on the prior year trends, the current year's collection activity, and adjustments for large projects which have, or will, affect licensing revenues. Estimated revenues for 2014 are \$235,000.

**Building Permit Fees** - Building permit fees are based on the dollar valuation of the construction work to be performed. The valuation is determined using the cost per square foot published in the International Building Code (IBC) Building Standards guide and by using the Colorado regional modifier for all new construction. Permit fees are established by ordinance and are forecasted based on local economic trends as well as historic trends and new construction projects.

Building permit fees are forecasted based on the current year's activity as well as anticipated projects. Several large commercial projects increased 2013 revenues. This upward trend is expected to continue into 2014; however revenues have been projected slightly lower as a matter of conservatism. Estimated revenues for 2014 are \$1,950,000.

Specific Ownership Tax - Specific Ownership Tax is paid by owners of motor vehicles, trailers, semi-trailers, and trailer-coaches in lieu of all ad valorem taxes on motor vehicles. The amount of the tax paid is a function of the class, age, and value of the vehicle. Generally, the amount of tax paid decreases with the age of the vehicle.

Specific Ownership Taxes for Class A vehicles, which includes any motor vehicle, truck, truck tractor, trailer or semi-trailer used to transport persons or property over public highways for compensation, are paid to the State. Specific Ownership Taxes are distributed to each city/district based on the entity's percentage of the total property tax dollar warrant as a percent of the total tax dollar warrant for the entire County.

Specific ownership tax represents approximately 1 percent (1%) of the City's total revenues and is forecasted based on historic trends and the City's percentage of the total property tax dollar warrant as a percent of the total tax dollar warrant for Arapahoe County. Specific ownership tax revenues are expected to increase for 2013 and 2014 compared to 2012 actual revenues. Estimated revenues for 2014 are \$567,643.

Motor Vehicle Registration Fee - Motor vehicle registration fees are State imposed on the registration of a vehicle. Fees are primarily based on the weight of the vehicle (as published by the manufacturer) and the age of the vehicle. The registration fee is \$1.50 or \$2.50 for apportioned vehicles. These fees are collected by the Arapahoe County Treasurer and remitted to the City on a monthly basis after deducting a 5 percent (5%) collection fee.

Motor vehicle registration fees represent approximately 1 percent (1%) of the City's total revenues. In forecasting motor vehicle registration fees several factors are considered including historic trends, new vehicle sales to City residents, and the average number of vehicles per household in the City. Motor vehicle registration fees are projected to remain flat compared to 2013 revised revenues. Estimated revenues for 2014 are \$535,828.

Cigarette Tax - The State of Colorado taxes wholesale distributors of tobacco products at the rate of 84 cents per pack. State tax stamps are issued to the distributors as evidence of payment. Each year an amount of State funds from the tax on tobacco products is distributed to counties and municipalities that do not impose any fee, license, or tax on cigarettes. The amount received is based on the proportion of State sales tax collected in each municipality.

Cigarette tax represents less than 1 percent (1%) of the City's total revenues and is forecasted using trend data. Based upon current revenue trends for cigarette tax, 2013 projected cigarette tax revenues are expected to increase slightly from 2012 actual revenues and then remain flat compared to 2013 revised revenues. Estimated revenues for 2014 are \$281,412.





**Road & Bridge Shareback** - Arapahoe County imposes a separate County-wide mill levy for construction and maintenance of roads and bridges. Funds are shared with local governments and are distributed based on the percent of assessed valuation to total county-wide assessed valuation.

Road and bridge shareback revenues represent approximately 1 percent (1%) of the City's total revenues. Road and bridge shareback revenues are forecasted using historic trends and actual amounts received to date. There is a slight increase in 2013 revised revenues compared to 2012 actual. Estimated revenues for 2014 are expected to remain the same as 2013 revised revenues in the amount of \$620,301.

### **Expenditure Policy**

#### **Classification**

Fund accounting is generally used for accounting purposes. Each fund is established for a specific purpose and is considered a separate accounting entity. All City expenditures within the funds described above are appropriated by City Council.

#### **Expenditure Classifications**

**Personnel Services** - includes salaries for full-time and part-time employees, overtime pay, insurance, retirement, and other costs related to the City. The compensation plan is intended to provide all employees with fair and equitable pay and to provide a uniform system of payment.

**Contracted Services** - includes services contracted by the City to enhance operations or perform specific tasks or programs.

**Other Services & Supplies** - includes administrative expenditures such as office supplies, professional dues, subscriptions, travel and training expense, audit/consulting fees, telephone/utility charges, and photocopying.

**Capital Outlay** - includes expenditures for capital items, or fixed assets that have a life of more than one year, and a cost greater than \$5,000. Capital Outlay may include land, buildings, infrastructure, vehicles and certain office equipment. Capital expenditures increase asset accounts, although they may result indirectly in the decrease of a liability.

Capital expenditures may be recorded in the Capital Improvement Fund, Open Space Fund or Conservation Trust Fund. When making capital purchases, the financial impacts for future years, including repairs and maintenance to the asset are considered in addition to the feasibility of purchases that may create cost savings in future years. Prior to making significant investment for infrastructure, the funding source and efficiencies gained are considered.

#### **Management**

Monthly, the Finance Department reviews and distributes the actual year-to-date expenditure reports to each department. Each department manager is responsible and accountable for ensuring total departmental expenditures are within budget. If additional funds are necessary to provide services to the community, an alternative source of funding must be identified and approved by City Council.

In accordance with Section 8.6 of the City's Home Rule Charter, the Finance Director prepares and distributes regular reports to the City Council outlining the current financial position of the City; these reports include fund financial statements, including monthly and year to date actual and budgetary revenues and expenditures, in addition to an overall analysis report.

### **Fund Balance and Reserve Policy**

#### **Overview**

Fund Balance is the amount of financial resources available for use, and represents accumulated revenues over expenditures that may be appropriated by City Council. All fund balance amounts are re-appropriated



annually within each fund to allow for budgetary flexibility, with the exception of the General Fund. In addition, specific reserves are set aside within each fund; these funds are not available for appropriation or expenditure except when certain events occur.

The methodology and reporting of Reserves within each fund may change from year to year, based either upon requirements of the Governmental Accounting Standards Board (GASB) or by City Council. The overall City Council fund balance level shall be in addition to, or in consideration of, legal and regulatory requirements.

### Fund Balances

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

#### Nonspendable Fund Balance

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

#### Restricted Fund Balance

Restricted amounts are those that are restricted for a specific purpose. The spending constraints placed on the use of fund balance amounts are externally imposed by creditors, grantors, contributors, laws or regulations of other governments, or imposed by law through constitutional provisions or enabling legislation that are legally enforceable. For example, the Fund Balances of the Open Space and Conservation Trust Funds are reported as Restricted for parks and open space, as the use of fund resources is restricted for specific uses as defined by Arapahoe County and the State of Colorado, respectively.

Fund Balances Restricted for TABOR emergencies constitute fiscal year spending as defined by a 1992 amendment to the State Constitution, Article X, Section 20, which has several limitations, including Revenue raising, spending abilities, and other specific requirements of state and local governments. TABOR requires local governments to establish emergency Reserves to be used for declared emergencies only and, if used, to be repaid within one year. Emergencies, as defined by TABOR, exclude economic conditions, Revenue shortfalls, or salary/fringe benefit increases. These Reserves are required to be three percent (3%) or more of fiscal year spending (as defined by TABOR); these Reserves are included in the Fund Balance in the category "Restricted". The use of this Reserve is restricted to the purpose for which it was established and can be used solely for declared emergencies.

Revenue limits under TABOR are determined based on prior year revenues (as defined under TABOR) adjusted for inflation and annual local growth. Revenues collected in excess of these limits must be refunded in the next fiscal year unless voters approve retention of such revenue.

#### Committed Fund Balance

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



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

### Assigned Fund Balance

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

All uses of Assigned Funds must be approved by City Council, except in the case of an emergency or immediate public necessity as determined by the City Manager. Assigned Funds may be appropriated during the budget year and may also be used for ensuing budget years if additional expenditures are required to maintain appropriate levels of service and exceed projected revenues.

### Unassigned Fund Balance

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

## **Investment Policy**

### Investment Objectives

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

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

### Delegation of Authority

The City Manager or Delegate:

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



### Prudence

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

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

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

### Ethic and Conflicts of Interest

Officers and employees involved in the investment process:

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

### Authorized Securities and Transactions

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

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

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

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





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

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

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

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

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



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

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

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

### Investment Diversification

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

### Investment Maturity and Liquidity

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



### Selection of Broker/Dealers

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

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

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

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

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

### Competitive Transactions

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

### Selection of Banks

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

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

### Safekeeping and Custody

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

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

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

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

### Performance Benchmarks

The investment portfolio will be designed to attain a market rate of return throughout budgetary and



economic cycles, taking into account prevailing market conditions, risk constraints for eligible securities, and cash flow requirements. The performance of the investment portfolio will be compared to the average yield on the U.S. Treasury security that most closely corresponds to the investment portfolio's weighted average effective maturity. When comparing the performance of the investment portfolio, all fees involved with managing it (excluding safekeeping fees) shall be included in the computation of its rate of return net of fees.

### Reporting

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

### Policy Revisions

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

## **Capital Improvement Program Fund Policy**

### Funding Overview

Annually, a multi-year capital program budget is prepared and submitted to the City Council no later than the date of submission of the proposed annual budget. The estimated cost for each capital project is based on present value, and funding sources for each project is identified. Any contingent funding source is not included in the capital program budget until such time as it becomes reasonably apparent funding will be provided, including the amount to be provided.

Routine operating and maintenance costs which do not add to the value or useful life of a particular capital asset are not included as a capital expenditure in the Capital Improvement Program Fund, as these are considered operating Expenditures which are accounted for and reported in the General Fund.

The Capital Improvement Program Fund is comprised of three (3) Funds: Capital Improvement Fund, Open Space Fund, and Conservation Trust Fund.

Capital Improvement Fund – projects included in the Capital Improvement Fund may be funded by dedicated revenue sources, transfers from the General Fund, or grant funds.

Open Space Fund – projects included in the Open Space Fund may be funded by the City's share of the Arapahoe County Open Space sales tax, grants, investment earnings, or other funding received.

Conservation Trust Fund – projects included in the Conservation Trust Fund may be funded by the City's share of State Lottery proceeds, grants, investment earnings, or other funding received.

Although the majority of capital projects may be included in the Capital Improvement Program, other projects may be included in the General Fund or any other fund as deemed appropriate by the City Manager.

### Reporting Requirements

In accordance with the City's Home Rule Charter, Section 11.15 the following information, at a minimum, is provided in the annual capital program budget.

1. A clear general summary of its contents
2. Identification of the long-term goals of the City





3. A list of all capital improvements and other capital expenditures which are proposed to be undertaken during the fiscal years next ensuing, with appropriate supporting information as to the necessity for each
4. Cost estimates and recommended time schedules for each improvement or other capital expenditure
5. The method of financing each capital expenditure
6. The estimated annual cost of operating and maintaining the facilities to be constructed or acquired
7. A commentary on how the plan addresses the environmental and economic sustainability of the City and the regional community of which it is a part
8. The methods to measure outcomes and performance of the capital plan related to the long-term goals of the community

### **Debt Policy**

#### **Purpose and Use of Debt**

Debt may be issued for capital outlay when it is an appropriate means to achieve a fair allocation of costs between current and future beneficiaries, or in the case of an emergency. Generally, debt is not issued for projects due to a budgetary shortfall at the time of acquisition or construction, or for operating deficiencies.

The City may consider long term financing for the acquisition, maintenance, replacement, or expansion of physical assets and/or infrastructure assets only if the asset has a useful life of at least five years, unless otherwise approved by City Council. In addition, debt will not be issued for periods exceeding 100 percent (100%) of the economic or useful life or average useful lives of the project or projects to be financed, unless approved by City Council.

#### **Debt Types and Structure**

The following types of debt may be issued by the City:

- Direct Debt - debt payable from general revenues, including capital leases
- Revenue Debt - debt payable from a specific pledged revenue source
- Conduit Debt - debt payable by third parties for which the government does not provide credit or security
- Other Types of Hybrid Debt – debt payable from special revenues or containing other unique security pledges
- Interfund Borrowing – loans for short-term cash flow needs
- Other Debt – any other type of debt as deemed appropriate by City Council; for example, the City may consider the use of derivative products on a case by case basis and consistent with financial prudence

Debt is generally structured for the shortest period of time to allow for the fair allocation of costs to current and future beneficiaries or users of the asset. In addition, debt is structured to achieve the lowest possible net cost to the City given market conditions, the urgency or importance of the Capital Project or asset, and the nature and type of security provided. Moreover, the City structures debt with level principal and interest costs over the life of the debt, however, as described below, back-loading of costs may be considered. To the extent possible, the City must design the repayment of its overall debt so as to recapture its debt capacity for future use.



The City may issue debt that pay a rate of interest that varies according to a pre-determined formula or results from a periodic remarketing of the securities, consistent with State law and covenants of pre-existing debt, and in consideration of market conditions.

Periodic review of all outstanding debt is performed to determine refunding opportunities. Refunding will be considered, subject to federal law constraints, if and when there is a net economic benefit of the refunding or the refunding is desirable in order to modernize covenants essential to City operations and management. Generally, advance or current refunding for economic savings will be performed when sufficient net present value savings from a conventional fixed rate refunding structure can be demonstrated. Factors considered to determine if savings are sufficient to warrant a refunding will include: the length of time until the call date, the structure of the refunding debt and expectations of future interest rates. Refundings with lesser or negative savings will not be considered unless there is a compelling public policy objective.

Back-loading of costs will be considered only in the following circumstances:

- natural disasters or extraordinary or unanticipated external factors make the short term cost of the debt prohibitive
- the benefits derived from the debt issuance can clearly be demonstrated to be greater in the future than in the present
- restructuring is beneficial to the City's overall amortization schedule
- restructuring will allow debt service to more closely match project revenues during the early years of the project's operation
- any other circumstance in which City Council deems appropriate

### Creditworthiness

The City is committed to ensuring that actions within its control are prudent and responsive, and seeks to maintain the highest possible credit rating for all categories of short and long-term debt that can be achieved without compromising delivery of City services and achievement of City goals. The City recognizes that external economic, natural, or other events may, from time to time, affect the creditworthiness of its debt.

### Debt Limits

The City will maintain outstanding debt limits at levels consistent with City Council direction, subject to the constitutional requirements of TABOR or other constitutional provisions.

### Debt Administration and Process

#### Sale of Securities

Generally, bonds will be sold to the highest and best bidder for cash at public sale, or at private sale, after advertisement for public sales, and to the best advantage of the City. The City Council has the option to authorize a private or negotiated sale without advertisement for public sale if the City Manager has certified to the City Council that such sale would be to the best advantage of the City. If sold through competitive sale, bids will be awarded on a True Interest Cost (TIC) basis, provided other bidding requirements are satisfied and subject to the right of the City to waive defects and irregularities in bids, or to reject any and all bids.

The final terms and conditions for a bond sale or other debt obligation will be specified in enabling legislation, such as Resolution.

If a competitive sale is selected by City Council, underwriters may be required to post a good faith deposit. For all negotiated sales, underwriters may be required to demonstrate sufficient capitalization and experience related to the debt issuance.



Every issuance of securities to the public by the City will be made pursuant to a disclosure document prepared with the assistance of counsel, as selected by City Council. In addition, the City may retain external bond counsel for all publicly offered debt issues. All publicly offered debt issued by the City will include a written opinion by bond counsel affirming that the City is authorized to issue the debt, that the debt creates a binding obligation, stating the City has met all state constitutional and statutory requirements necessary for issuance, and determining the debt's federal and state income tax status.

The City may retain a financial advisor through a professional services selection process administered by City Staff. If deemed appropriate, separate or additional financial advisors may be retained for their particular expertise for a specific transaction or project. Generally, the City's financial advisor will not be allowed to participate as an underwriter in the competitive or negotiated sale of any of the City's securities for which it has acted within the prior six months as the City's financial advisor.

Compensation for bond counsel, disclosure counsel, underwriter's counsel, or other special counsel, financial advisors, and other financial services will be consistent with industry standards.

The City may select other service providers (e.g. escrow agents, verification agents, trustees, arbitrage consultants, etc.) as necessary to meet legal requirements and minimize net City debt costs. The selection and retention of such providers will be made consistent with the City's purchasing policy.

### Markets

The City will make use of domestic capital markets when the conditions best fit the City's financing needs.

### Credit Enhancements

The City may enter into agreements with commercial banks or other financial entities for the purpose of acquiring letters of credit, municipal bond insurance, or other credit enhancements that will provide the City with access to credit under the terms and conditions as specified in such agreements when their use is judged cost effective or otherwise advantageous. Any such agreements will be approved by the City Council.

### Financial Disclosures

The City will provide full and complete financial disclosure, and cooperate fully with rating agencies, underwriters of its securities, institutional and individual investors, City departments and agencies, other levels of government, and the general public to provide clear, comprehensible, and accurate financial information. In addition, the City will meet secondary disclosure requirements on a timely and comprehensive basis. The Finance Department is responsible for ongoing disclosure to established nation information repositories and for maintaining compliance with applicable disclosure standards promulgated by state and national regulatory bodies.

### Investment of Borrowed Funds

The City acknowledges its ongoing fiduciary responsibilities to actively manage the proceeds of debt issued for public purposes in a manner that is consistent with State statute and City policy.

### Federal Arbitrage Rebate Requirement

The Finance Department maintains a system of record keeping and reporting to meet the arbitrage rebate compliance requirements of federal internal revenue tax code applicable to particular issues of City securities.

## **Asset Inventory**

The City currently conducts an annual inventory of non-capital assets. The street condition inventory is completed every three to four years and the bridge condition inventory is performed every two years. The sign inspection program includes inspecting approximately 4,000 signs per year, which is a five year inspection cycle. Signal pole structural inspections are done every five years.



### **Risk Management**

The goal of the City's Risk Management program is to protect the assets of the City and provide a safe work environment for the City's employees. This goal is accomplished by planning for the negative consequences of any decision, process, or action by using risk control, risk retention, and risk transfer strategies. More specifically, the main features of this program are as follows:

- loss control, including random audits of City facilities to detect safety hazards in order to make services safe for the public
- reviewing City contracts for the proper insurance requirements and ensuring the City is properly designated on the contractor insurance policy
- monitoring changes in the law at the federal and state level to determine if any changes affect the way the City delivers services, which in turn create a liability for the City

### **TABOR**

Colorado voters approved an amendment to the Colorado Constitution that placed limits on revenue and expenditures of the State and all local governments in 1992. Even though the limit is placed on both revenue and expenditures, the constitutional amendment ultimately applies to a limit on revenue collections. Growth in revenue is limited to the increase in the Denver-Boulder-Greeley Consumer Price Index plus Local Growth (new construction and annexation minus demolition). This percentage is added to the preceding year's revenue base, giving the dollar limit allowed for revenue collection in the ensuing year. Any revenue collected over the limit must be refunded in the subsequent year. Cities have the option of placing a ballot question before the voters asking for approval on retaining the revenue over the limit. Federal grants and/or gifts to the City are not included in the revenue limit. TABOR also requires a vote of the people before any taxes are raised.

In 2001, the Centennial voters permanently exempted the City from TABOR revenue limitations on sales tax, use tax and property tax. In 2006, the Centennial voters approved an initiative to waive the TABOR revenue limitations on all other sources of revenue through 2013, dedicating the excess revenues to Law Enforcement and Public Works programming. In 2012, voters approved an initiative to waive the TABOR revenue limitations on all current and future revenue sources permanently, authorizing the City to use excess revenues for any governmental purpose.



# Strategic Plan



STRATEGIC PLAN



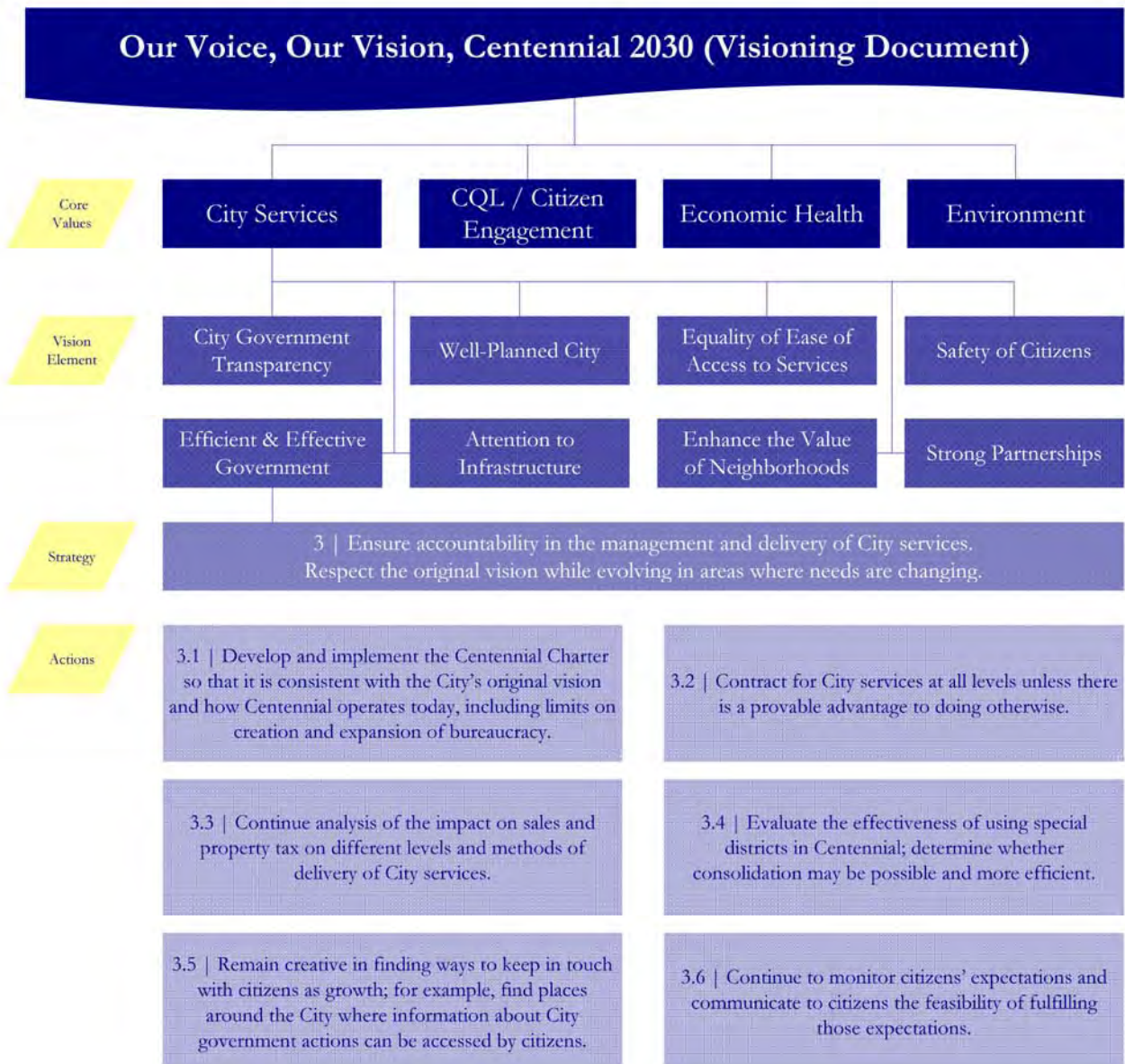


# STRATEGIC PLAN

## Strategic Plan Five-Year Financial Forecast

The Five-Year Financial Forecast is updated annually and submitted to City Council for review along with the annual budget. In preparation of the plan, staff refers to the goals and directions set forth by City Council. City Council looks to the City's visioning document, *Our Voice. Our Vision. Centennial 2030*, to prioritize 33 strategies. The charts on the following pages are the nine City Council prioritized strategies. These charts illustrate the connection between the long-term vision and the short-term objectives. The *Our Voice. Our Vision. Centennial 2030* visioning document represents the citizen's long-term vision for the community. This document is used to ensure that the operations of the City are aligned with the overall long-term goals defined by citizen expectations. This long-term vision is divided into four *Core Values*: City Services, Community Quality of Life/Citizen Engagement, Economic Health and Environment. In each Core Value are multiple *Visioning Elements* that begin to define desirable outcomes for the City. Listed among each of these Visioning Elements are specific *Strategies* that City Council has prioritized for achieving the long-term vision of the City. City staff develops *Action* plans to achieve the objectives defined in the prioritized Strategies.

### *City Services – Strategy 3*





City Services – Strategy 4



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



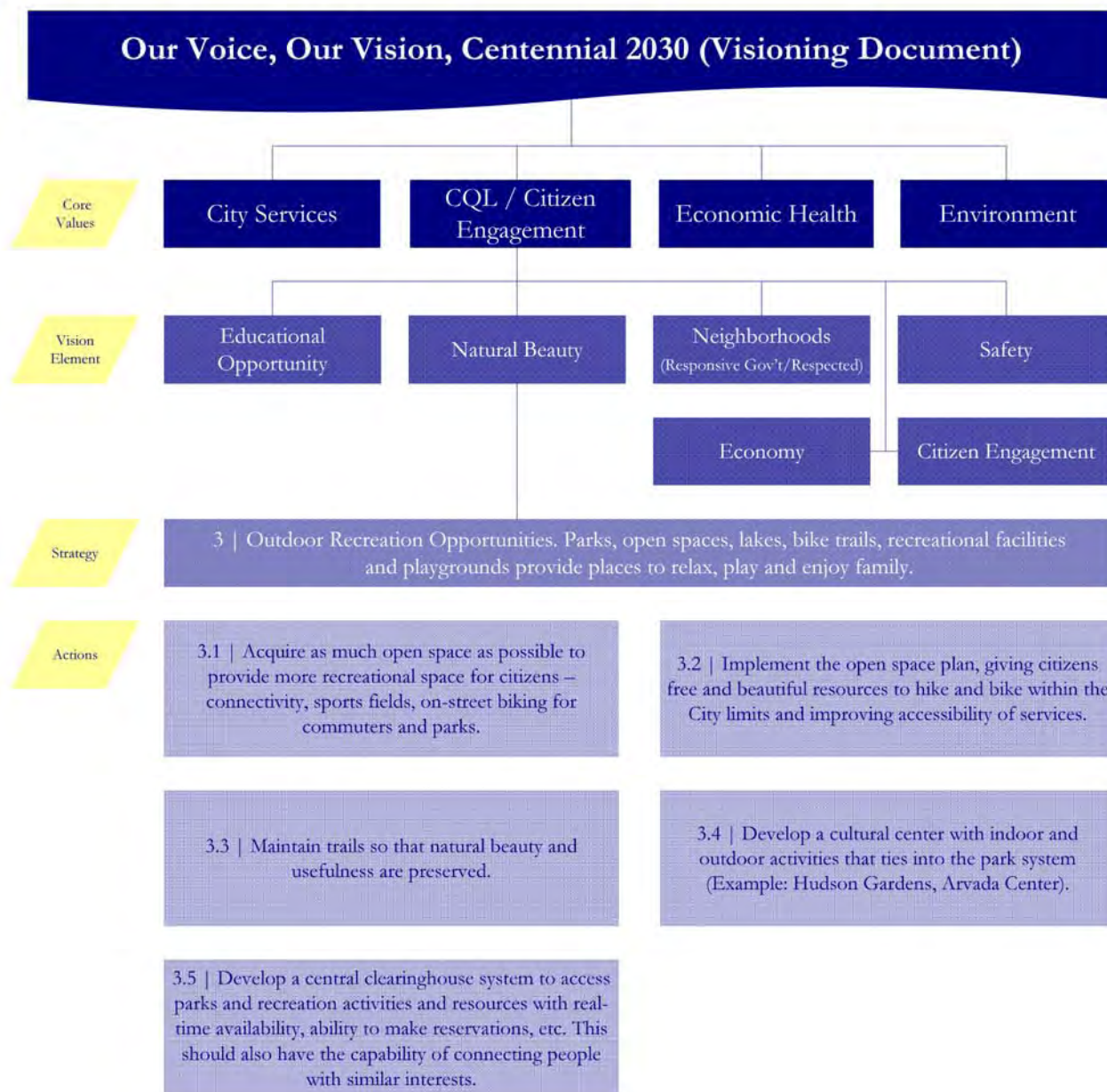


City Services – Strategy 6





*Community Quality of Life – Strategy 3*





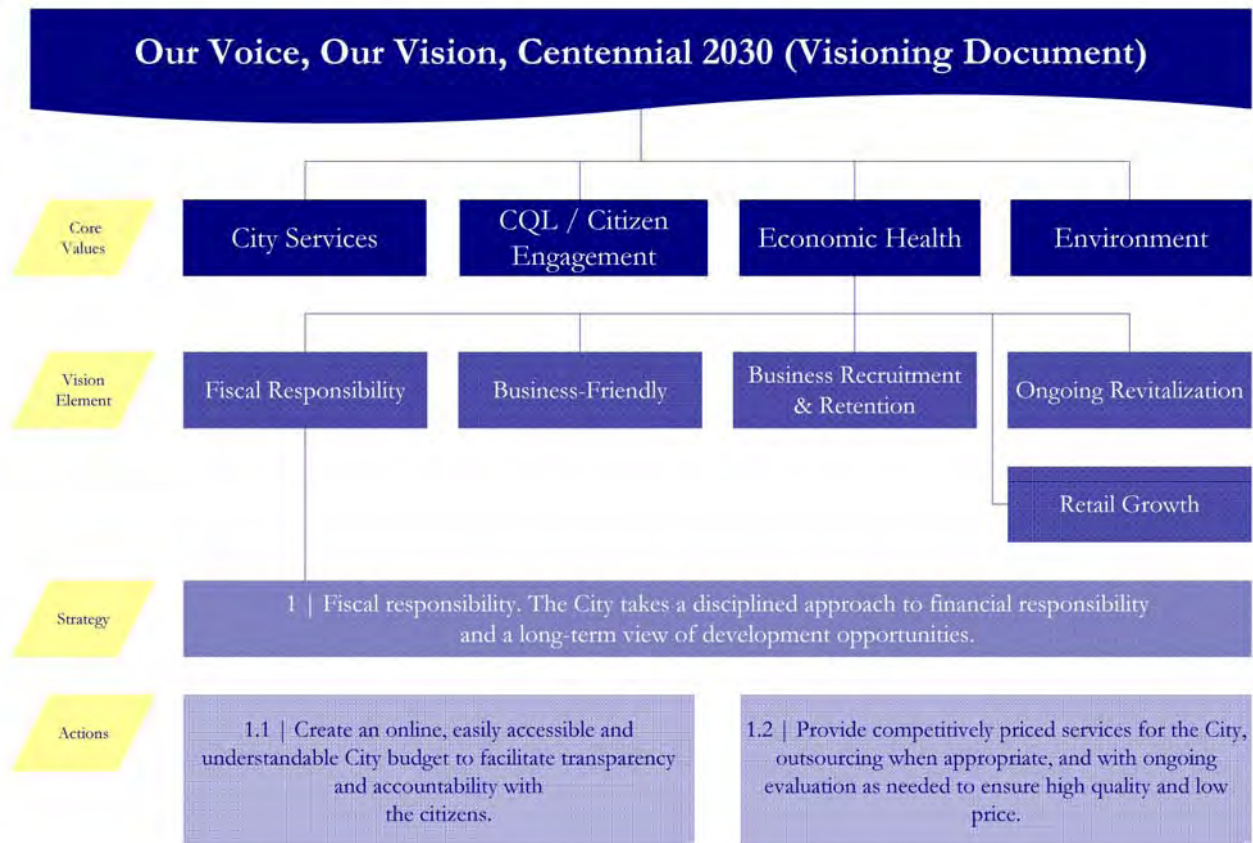


*Community Quality of Life – Strategy 5*



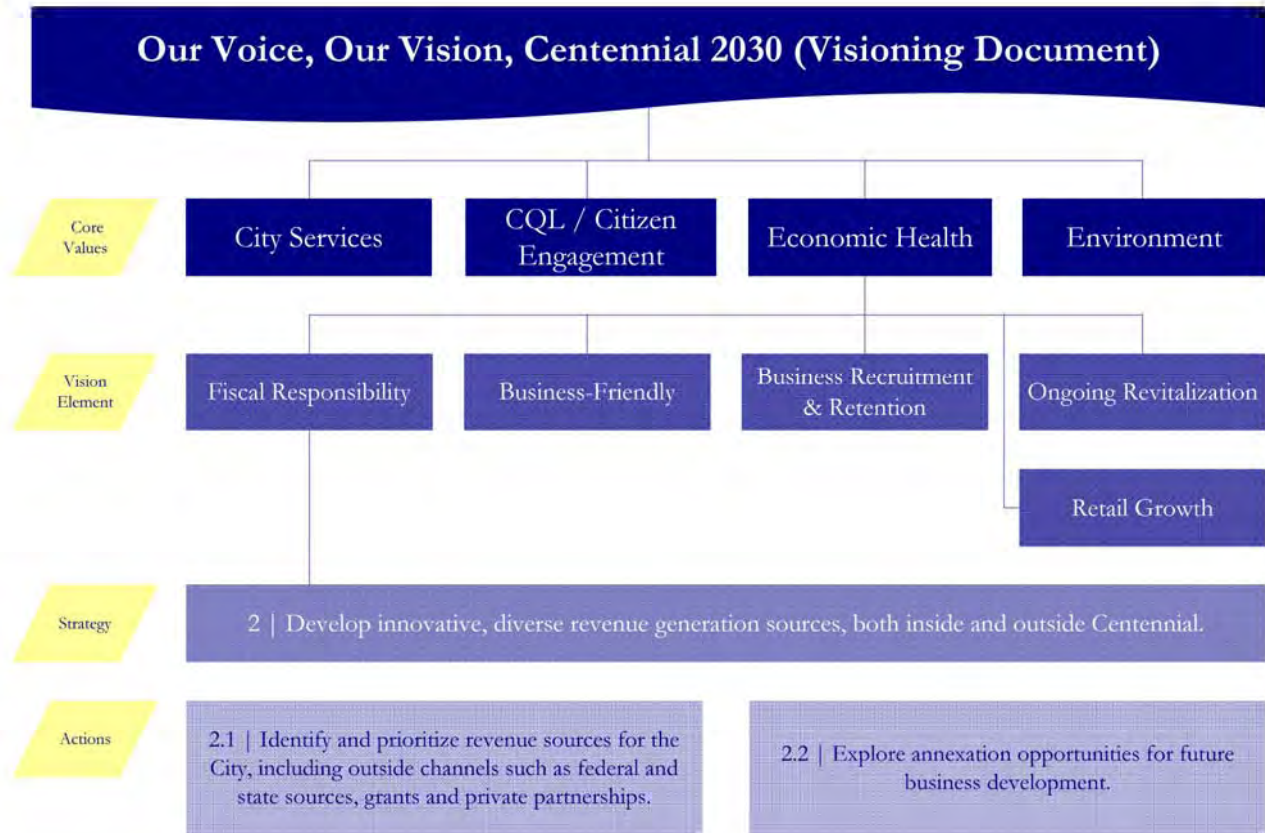


*Economic Health – Strategy 1*





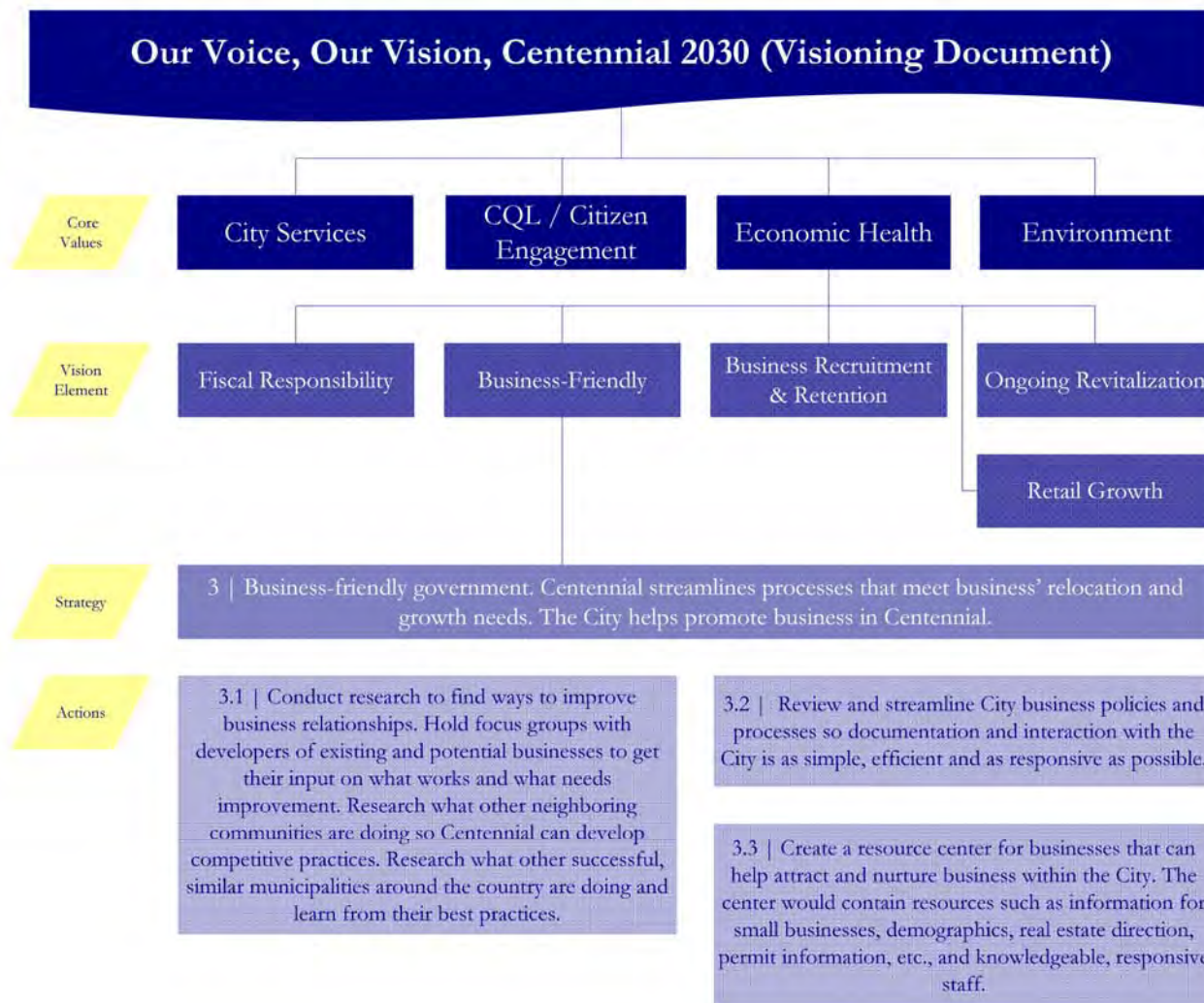
*Economic Health – Strategy 2*







*Economic Health – Strategy 3*





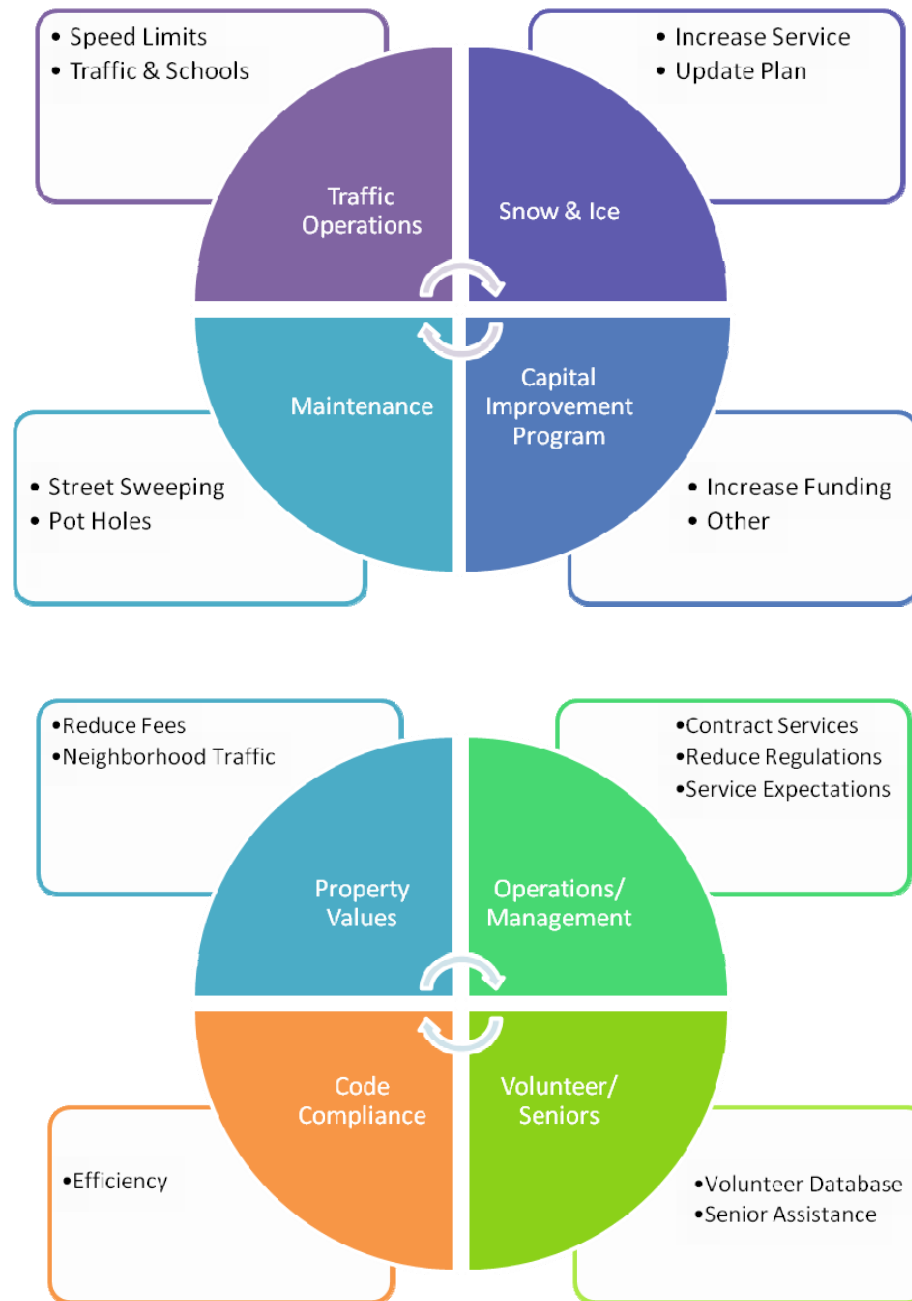


*Economic Health – Strategy 6*



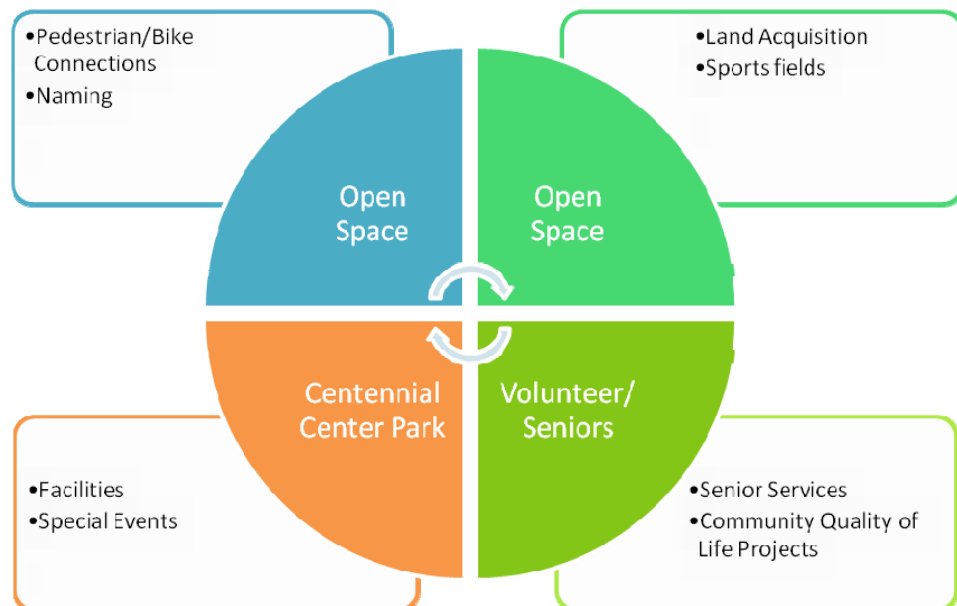
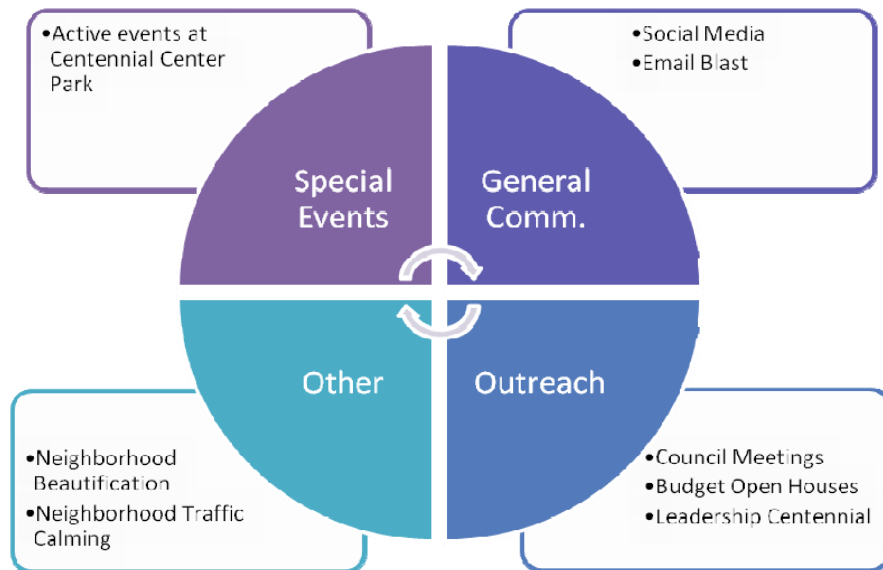


City Services



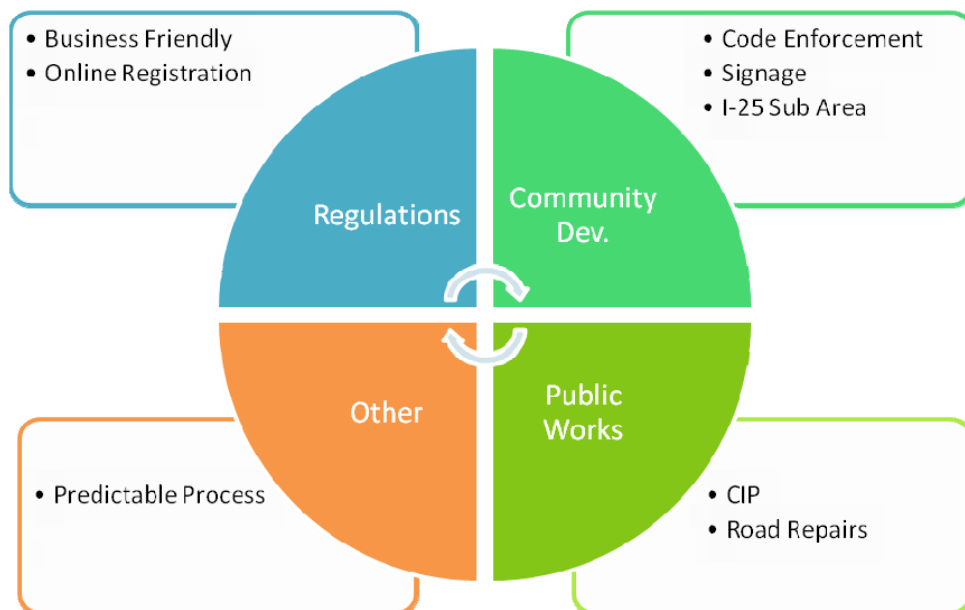
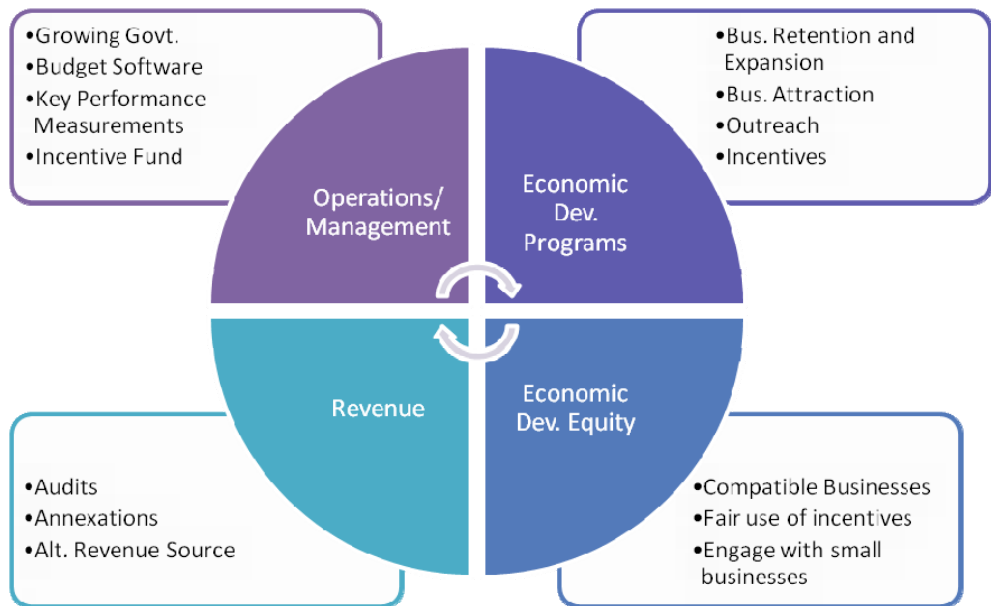


Community  
Quality of Life /  
Citizen  
Engagement





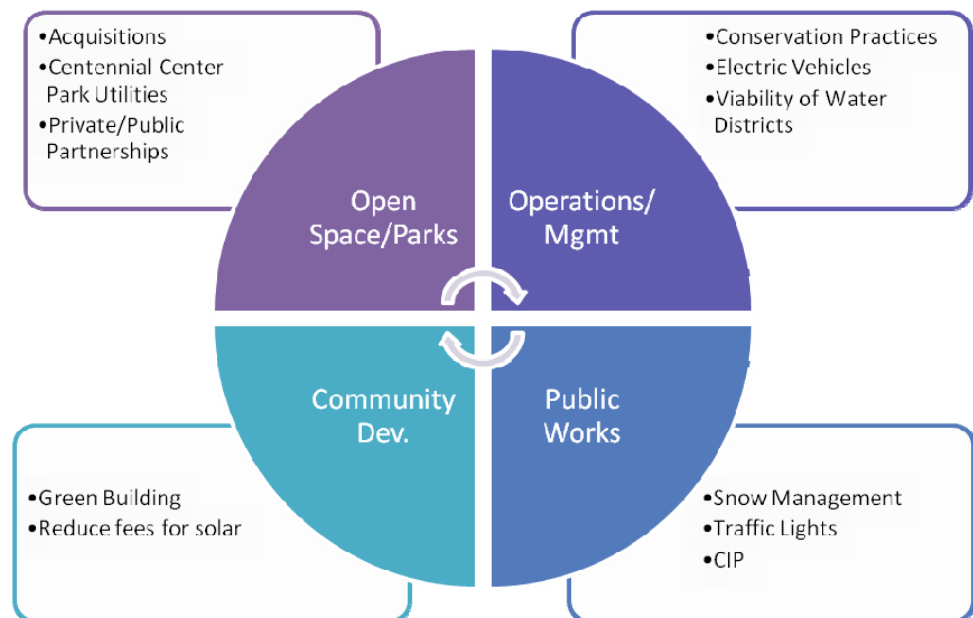
Economic Health







Environment





### ***The Five-Year Financial Forecast:***

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

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

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



- Adjust the assumptions used in the Forecast.

### **GENERAL ASSUMPTIONS**

- City Council has directed staff to maintain, or improve, the City's General Fund balance. General Fund projections, based on conservative revenue estimates and expenditure estimates at contracted or current levels, indicate an addition to fund balance in 2013 through 2016 and a use of fund balance in 2017 and 2018. As a result, staff will monitor revenues and expenditures closely as some amounts appropriated may not be spent in any given year resulting in a potentially higher fund balance than projected. Generally, the entire Fund Balance from the preceding year is reappropriated annually for all funds, except the General Fund, and other funds to the extent fund balance is appropriated in subsequent years.
- The City maintains reserves required by law or contract and serve a specific purpose. According to Article X, Section 20 of the Colorado Constitution, the City must maintain a three percent (3%) reserve for emergencies (TABOR Emergency Reserve). City Council has determined that additional reserves be established to provide for unforeseen reductions in revenues or expenditures greater than the current year revenues. As a result, the City has established a ten percent (10%) reserve for operating purposes (Operating Reserve).
- In November, 2003, voters approved a one percent (1%) sales tax increase effective January 1, 2004. Fifty percent (50%) of the revenues generated from the sales tax increase, not to exceed \$2.8 million annually, is restricted to the acquisition, construction, operation, maintenance and financing, including debt service financing if subsequently approved by the voters, for transportation and drainage systems. The remaining 50 percent (50%) of the revenues generated from the sales tax increase may be used for any purpose authorized by law and City Council (City Ordinance No. 2003-O-20). As a result, the City carefully monitors sales tax revenues attributable to the one percent (1%) sales tax increase to ensure at least \$2,800,000 annually is expended in accordance with the provisions identified above.
- In November, 2003, voters approved a one percent (1%) building materials use tax increase effective January 1, 2004. The revenues generated from the building materials use tax increase may be used for any purpose authorized by law and City Council (City Ordinance No. 2003-O-20).
- In November, 2003, voters approved a 2.5 percent (2.5%) auto use tax effective January 1, 2004. Revenues derived from the auto use tax are to be used solely for the acquisition, construction, operation, maintenance and financing, including debt service financing if subsequently approved by the voters, for transportation system improvements (City Ordinance No. 2003-O-20). Consequently, the City carefully monitors auto use tax revenues to ensure the amounts collected as a result of the tax are expended in accordance with the provisions identified above.
- In November, 2001, voters permanently exempted sales tax, use tax, and property tax from TABOR revenue limitations. Additionally, in November, 2006 voters approved waiving the revenue limits (related to all City revenues beginning in 2005) of Article X, Section 20 of the Colorado Constitution through December, 2013. Excess revenues are restricted for road and street repair and maintenance, public safety and open space acquisition and maintenance. The effect of TABOR limitations is not included in the Forecast, particularly the sunseting of the revenue limits that were waived in the 2006 initiative.
- In November 2012, voters permanently exempted all current and future revenues from TABOR revenue limitations and authorized the City to use excess revenues for any governmental purpose.
- The Forecast includes projections as a result of The Streets at SouthGlenn project which was completed in 2009. The Streets at SouthGlenn includes a mix of retail, entertainment, office, and



residential space. The Forecast includes projections for sales and property tax revenue. In addition, the Forecast includes expenditures related to tax sharing agreements. The City entered into an agreement with the Southglenn Metropolitan District (the "District") that requires 76 percent (76%) of sales tax revenues above the revised base of approximately \$1.9 million be shared with the District for the repayment of the District bonds issued for the public improvements associated with the redevelopment of The Streets at SouthGlenn. The agreement also requires that 100 percent (100%) of the property tax related to the property's incremental increase in assessed valuation over the base assessed valuation be shared with the District for the repayment of the bonds.

- The Forecast includes projections as a result of new retail. Specifically, Building Materials Use Tax and Sales Tax revenues related to IKEA, Centennial Promenade, Centennial Center and United Launch Alliance have been included in the Forecast.
  - The City entered into a revenue sharing agreement with IKEA, which requires the City to share sales tax revenues up to a maximum of \$18,000,000 over a period of ten years commencing on the date of the first taxable transaction for public and public-related improvements and requires a partial waiver of 25 percent (25%) of any and all applicable use taxes. As a result of this agreement, the annual budgets and Forecast include revenue sharing expenditures beginning in 2011.
  - The City entered into a revenue sharing agreement with Centennial Promenade Shopping Center to share sales tax revenues up to a maximum of \$12,000,000 for sales tax and fifty percent (50%) of use tax paid through March 31, 2021.
  - The City entered into a revenue sharing agreement for Centennial Center, which requires the City to share sales tax revenues up to a maximum of \$1,400,000 through December 31, 2020. Revenues have been included in the budget beginning in 2012 and revenue sharing expenditures are included beginning in 2013.
  - The City entered into a revenue sharing agreement with United Launch Alliance, which required the City to share sales and use tax revenues up to a maximum of \$200,000 each for a period of five years and three years, respectively, from the date of the resolution (March 15, 2010). The Forecast includes related revenues and revenue sharing expenditures in 2011.

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

### **REVENUE ASSUMPTIONS**

Generally, the City experienced a stable economy prior to 2009, and reported an increase in overall revenues. However, during 2009 the downturn in the national economy began to reflect on the local economy and the City's revenues. As a result of the economic uncertainties, the City has estimated conservatively for 2014 through 2018. Revenue forecasts are developed primarily based upon historic trends, while considering the state of the current economy and projected Denver/Boulder/Greeley Consumer Price Index (CPI) rate for those revenue sources vulnerable to the local economy, the Colorado State Economic Forecast, and other unique adjustments for anticipated retail developments and programmatic changes.

- All revenue sources for the City are permanently exempt from TABOR revenue limitations.
- The City's sales tax and building materials use tax revenues have been adjusted for future retail development; however, the only adjustments included in the Forecast are those for which an agreement currently exists.
- The City's property tax mill levy will remain at the current rate of 4.982 mills. This rate cannot be increased without a vote of the citizens. Property tax revenue is projected to increase slightly for 2014 compared to 2013 due to an increase in the assessed valuation of property within the City. Properties are reassessed during odd numbered years and the resulting assessed valuation is applied to property tax calculations payable during the following even numbered years. The





Forecast assumes that residential property valuations remain flat through 2018. The effect of new construction and recently annexed property on the total valuations and assessments has yet to be determined based on the Arapahoe County property assessment schedule.

- Revenues resulting from fees and charges are forecasted based upon current and/or anticipated fee schedules and are intended to represent the amount required to cover the cost of providing related services for which the fee is charged.
- The City anticipates Federal Grant revenue of approximately \$2.5 million during 2013 and 2014. The grants awarded are as follows: Denver Regional Council of Governments Grants, Colorado Department of Transportation Grants and Community Development Block Grant. These grants allow the City to continue and expand existing programs as well as add new programs to promote sustainability. Federal Grant revenue is not included in the annual budget unless the grant has been awarded.
- Other revenues are primarily based upon historic trends, or remain flat with 2014 projections.
- Open Space and Conservation Trust Fund revenues are projected to decrease slightly or stay flat from 2013 revenues and remain at this level through 2018. These funds are restricted for specific use and are not available for general use.
- The General Improvement District Funds include revenues from Property and Specific Ownership taxes, which are subject to TABOR revenue limitations, therefore are typically projected to increase at the rate of the Denver-Boulder-Greeley Consumer Price Index. However, property taxes in the Forecast are projected to be flat, which is consistent with the General Fund projection for residential property based on projected assessed valuations. Specific Ownership taxes are forecasted at the same rate as the General Fund because there is no change projected which is more conservative than the CPI projection. These funds are restricted for specific use and are not available for general use.
- The Centennial Urban Redevelopment Fund Sales and Property tax revenues have generally been projected based on the same assumptions as those used for the General Fund revenues. There is Sales Tax revenue included in the Forecast since the 2011/2012 increment year realized sales tax revenues beyond the revised base of approximate \$1.9 million. Furthermore, Property Taxes have been projected based upon the assessed valuation for The Streets at SouthGlenn redevelopment area for 2014 and does include further increases in assessed valuation due to the completion of the property development.
- Land Use Fund revenue projections either remain flat with the 2014 projections, or reflect modest increases or decreases for 2015 through 2018.

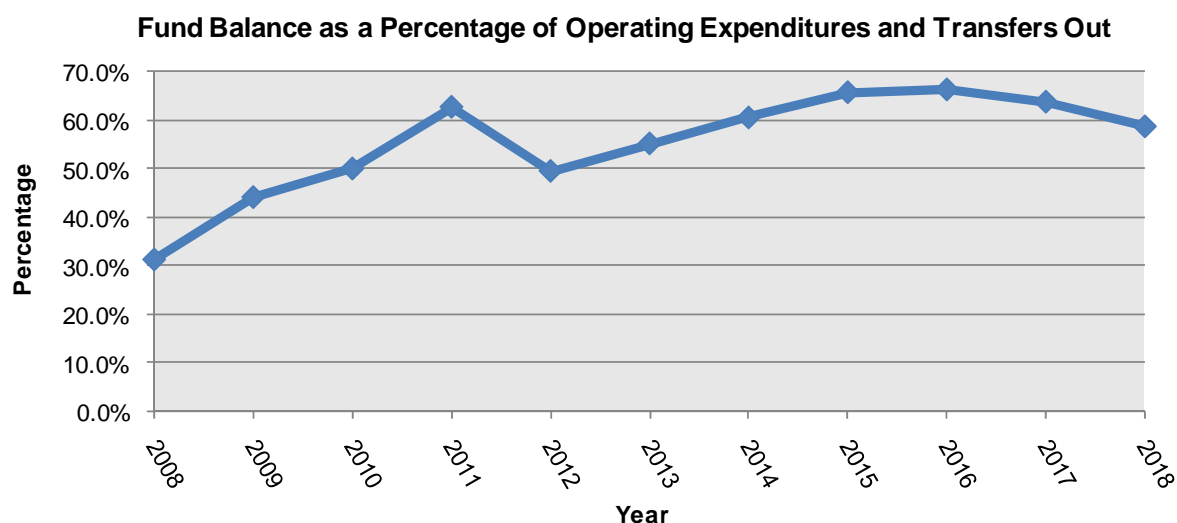
### **EXPENDITURE ASSUMPTIONS**

- Personnel expenditures for the General and Land Use Funds include an increase of three and a half percent (3.5%) for salary increases for 2015 through 2018, and an increase of five to ten percent (5-10%) for insurance costs for 2015 through 2018. The salary increases included in the Forecast are a placeholder and not a guarantee to any department or individual. All salary increases are performance based.
- Personnel expenditures are based upon 54.25 full-time equivalent (FTE) positions for 2015 through 2018.
- Expenditures for contracted services are generally projected based upon contractual amounts and do not include provisions for changes in the level of service for 2015 through 2018.



- Costs related to the transition of service providers including Public Works, Animal Services, Sales and Use Tax Administration, and Building Services have not been included in the Forecast.
- Generally, most line items remain flat with 2014 funding levels with the exception of costs outside of the control of the City including insurance, utility, and materials costs, such as asphalt, gas, and snow removal materials. In addition, the Forecast includes an increase in future year expenditures for ongoing City Council approved budget decision packages.
- Capital Improvement Program costs are based upon specific projects anticipated for 2015 through 2018. The Capital Improvement Program Fund Forecast is prepared based on a constrained basis.
- The 2015 through 2018 projected expenditures do not include funding for new programs, or enhancements to existing programs. The Forecast does not include any increases for items that may require future policy decisions.

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



The summaries in the remainder of this section reflect the City's Five-Year Financial Forecast. The Forecast includes data for a total of eleven years for the General Fund, Land Use Fund, Capital Improvement Fund, Open Space Fund, Conservation Trust Fund, General Improvement District Funds, and Centennial Urban Redevelopment Authority Fund. Additionally, the Forecast includes a summary of all funds. As previously discussed, City Council meets with staff annually to discuss the strategic plan for the City.



This Page Intentionally Left Blank



**City of Centennial  
All Fund Types  
2008 - 2018 Summary of Revenues**

|                                 | <b>2008<br/>Actual</b> | <b>2009<br/>Actual</b> | <b>2010<br/>Actual</b> | <b>2011<br/>Actual</b> |
|---------------------------------|------------------------|------------------------|------------------------|------------------------|
| <b>REVENUES</b>                 |                        |                        |                        |                        |
| Sales Tax                       | \$ 18,084,708          | \$ 17,604,690          | \$ 20,258,699          | \$ 27,482,830          |
| Sales Tax - County              | 536,261                | 388,261                | 365,882                | 434,914                |
| Building Materials Use Tax      | 3,265,367              | 2,001,964              | 2,060,641              | 1,677,317              |
| Automobile Use Tax              | 3,522,055              | 3,084,446              | 3,064,792              | 3,178,645              |
| Property Tax                    | 7,989,318              | 8,132,734              | 9,506,280              | 12,930,171             |
| Franchise Fees                  | 4,827,977              | 4,235,611              | 4,653,673              | 4,749,865              |
| Specific Ownership Tax          | 610,776                | 564,412                | 545,021                | 519,284                |
| Motor Vehicle Registration Fees | 445,035                | 435,202                | 504,525                | 497,206                |
| Highway Users Tax Fund          | 3,625,820              | 3,873,657              | 4,342,519              | 4,614,479              |
| Cigarette Tax                   | 279,888                | 255,033                | 252,382                | 253,944                |
| Road and Bridge Shareback       | 599,731                | 614,526                | 600,041                | 605,994                |
| Right-of-Way Permit Fee         | 299,789                | 370,153                | 268,760                | 279,573                |
| Pavement Degradation Fees       | 54,434                 | 116,193                | 52,294                 | 95,972                 |
| Animal Services Fines and Fees  | 10,563                 | 54,656                 | 67,822                 | 88,834                 |
| Court Fines                     | 2,290,038              | 2,238,896              | 2,300,633              | 2,147,649              |
| Liquor Licensing Fees           | 23,655                 | 37,275                 | 47,644                 | 35,340                 |
| Facility Rental Fees            | 24,000                 | 27,300                 | 27,600                 | 45,600                 |
| Licenses & Permits              | 4,271,060              | 3,089,656              | 3,351,746              | 2,782,731              |
| Investment Income               | 832,298                | 131,382                | 84,158                 | 40,173                 |
| Intergovernmental Revenue       | 2,965,076              | 2,649,460              | 2,356,642              | 2,399,257              |
| Federal Grant Revenue           | 1,507,338              | 1,889,778              | 217,555                | 1,060,039              |
| Other Grant Revenue             | -                      | -                      | -                      | 954,600                |
| Insurance Proceeds              | -                      | -                      | 115,843                | 36,617                 |
| All Other Revenues              | 1,402,797              | 1,771,712              | 418,897                | 599,385                |
| <b>TOTAL REVENUES</b>           | <b>\$ 57,467,984</b>   | <b>\$ 53,566,997</b>   | <b>\$ 55,464,049</b>   | <b>\$ 67,510,419</b>   |





**City of Centennial  
All Fund Types  
2008 - 2018 Summary of Revenues**

| <b>2012<br/>Actual</b> | <b>2013<br/>Revised</b> | <b>2014<br/>Adopted</b> | <b>2015<br/>Forecast</b> | <b>2016<br/>Forecast</b> | <b>2017<br/>Forecast</b> | <b>2018<br/>Forecast</b> |
|------------------------|-------------------------|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| \$ 32,275,693          | \$ 32,637,811           | \$ 33,428,795           | \$ 33,081,567            | \$ 33,114,659            | \$ 33,123,172            | \$ 32,802,376            |
| 506,750                | 531,319                 | 541,945                 | 547,364                  | 547,364                  | 547,364                  | 547,364                  |
| 2,003,344              | 2,043,365               | 1,600,000               | 1,300,000                | 1,300,000                | 1,300,000                | 1,300,000                |
| 3,458,033              | 3,791,197               | 3,867,021               | 3,387,936                | 3,401,488                | 3,411,692                | 3,418,516                |
| 13,301,715             | 13,747,634              | 13,947,437              | 14,083,634               | 13,809,937               | 13,811,491               | 13,891,360               |
| 4,646,174              | 4,863,961               | 4,875,617               | 4,875,617                | 4,875,617                | 4,875,617                | 4,875,617                |
| 539,677                | 567,643                 | 567,643                 | 574,354                  | 576,587                  | 578,269                  | 579,393                  |
| 508,009                | 535,828                 | 535,828                 | 541,186                  | 541,186                  | 541,186                  | 541,186                  |
| 4,846,842              | 4,680,199               | 4,703,600               | 4,633,046                | 4,586,715                | 4,586,715                | 4,586,715                |
| 267,307                | 281,412                 | 281,412                 | 281,142                  | 281,142                  | 281,142                  | 281,142                  |
| 615,814                | 620,301                 | 620,301                 | 620,301                  | 620,301                  | 620,301                  | 620,301                  |
| 336,064                | 320,553                 | 320,553                 | 350,553                  | 350,553                  | 350,553                  | 350,553                  |
| 51,566                 | 31,817                  | 31,817                  | 32,772                   | 33,755                   | 34,767                   | 35,810                   |
| 91,153                 | 67,058                  | 67,058                  | 67,058                   | 67,058                   | 67,058                   | 67,058                   |
| 2,004,690              | 1,949,209               | 1,949,209               | 1,949,209                | 1,949,209                | 1,949,209                | 1,949,209                |
| 32,786                 | 32,956                  | 32,956                  | 32,956                   | 32,956                   | 32,956                   | 32,956                   |
| 51,600                 | 51,600                  | 55,395                  | 55,740                   | 58,140                   | 59,340                   | 59,340                   |
| 3,209,520              | 3,754,000               | 3,132,000               | 2,767,000                | 2,867,000                | 2,987,000                | 3,112,000                |
| 146,534                | 176,100                 | 200,325                 | 200,325                  | 200,325                  | 200,325                  | 200,325                  |
| 2,469,573              | 2,699,523               | 2,507,362               | 2,507,362                | 2,507,362                | 2,507,362                | 2,507,362                |
| 1,556,521              | 1,604,032               | 891,800                 | -                        | -                        | -                        | -                        |
| 496,100                | 1,014,402               | -                       | -                        | -                        | -                        | -                        |
| 47,665                 | 121,226                 | -                       | -                        | -                        | -                        | -                        |
| 836,896                | 967,303                 | 481,965                 | 1,060,317                | 923,965                  | 872,547                  | 923,965                  |
| <b>\$ 74,300,026</b>   | <b>\$ 77,090,449</b>    | <b>\$ 74,640,039</b>    | <b>\$ 72,949,439</b>     | <b>\$ 72,645,319</b>     | <b>\$ 72,738,066</b>     | <b>\$ 72,682,548</b>     |



**City of Centennial  
All Fund Types  
2008 - 2018 Summary of Expenditures**

|  | <b>2008<br/>Actual</b> | <b>2009<br/>Actual</b> | <b>2010<br/>Actual</b> | <b>2011<br/>Actual</b> |
|--|------------------------|------------------------|------------------------|------------------------|
| <b><u>EXPENDITURES</u></b>                 |                        |                        |                        |                        |
| <b><u>Legislative</u></b>                  |                        |                        |                        |                        |
| Elected Officials                          | \$ 255,406             | \$ 373,048             | \$ 286,794             | \$ 280,996             |
| City Attorney's Office                     | 697,179                | 533,136                | 696,100                | 855,798                |
| City Clerk's Office                        | 365,086                | 342,268                | 297,354                | 318,316                |
| <b><u>City Management</u></b>              |                        |                        |                        |                        |
| City Manager's Office                      | 618,848                | 877,876                | 931,405                | 1,015,127              |
| Office of Innovation                       | -                      | -                      | -                      | -                      |
| <b><u>Administrative</u></b>               |                        |                        |                        |                        |
| Human Resources                            | 839,549                | 689,258                | 633,199                | 819,064                |
| Information Technology                     | 148,664                | 517,231                | 655,831                | 684,975                |
| Communications                             | 546,095                | 346,969                | 380,382                | 149,047                |
| <b><u>Financial</u></b>                    |                        |                        |                        |                        |
| Finance                                    | 1,066,616              | 950,862                | 1,134,997              | 1,341,742              |
| Economic Development                       | -                      | 125,457                | 79,967                 | 73,008                 |
| Nondepartmental                            | 5,301,678              | 417,205                | 494,678                | 2,866,464              |
| Central Services                           | 192,954                | 198,597                | 150,544                | 194,429                |
| <b><u>Public Works</u></b>                 |                        |                        |                        |                        |
| Public Works                               | 13,053,726             | 10,564,864             | 10,811,236             | 11,490,129             |
| Facilities & Fleet                         | 1,068,980              | 490,909                | 238,525                | 218,977                |
| Capital Improvement <sup>1</sup>           | 3,006,383              | 8,056,645              | 4,985,807              | 6,143,695              |
| General Improvement Districts <sup>2</sup> | 334,198                | 330,365                | 313,691                | 510,693                |
| <b><u>Public Safety</u></b>                |                        |                        |                        |                        |
| Law Enforcement                            | 17,852,460             | 18,111,139             | 18,236,968             | 18,366,289             |
| Animal Services                            | 830,188                | 555,066                | 569,802                | 598,992                |
| Municipal Court                            | 2,229,400              | 2,417,689              | 2,146,680              | 2,142,484              |
| <b><u>Community Development</u></b>        |                        |                        |                        |                        |
| Community Development                      | 4,142,246              | 3,570,985              | 3,392,980              | 3,426,838              |
| Code Compliance                            | 442,341                | 465,147                | 455,142                | 477,653                |
| <b><u>Culture &amp; Recreation</u></b>     |                        |                        |                        |                        |
| Culture & Recreation <sup>3</sup>          | 2,720,164              | 662,996                | 2,862,791              | 9,733,032              |
| <b><u>Urban Redevelopment</u></b>          |                        |                        |                        |                        |
| Urban Redevelopment <sup>2</sup>           | 1,746,394              | 1,453,396              | 1,238,882              | 5,000,756              |
| <b>TOTAL EXPENDITURES</b>                  | <b>\$ 57,458,552</b>   | <b>\$ 52,051,108</b>   | <b>\$ 50,993,755</b>   | <b>\$ 66,708,504</b>   |
| <b>REVENUE OVER (UNDER)</b>                |                        |                        |                        |                        |
| <b>EXPENDITURES</b>                        | <b>\$ 9,432</b>        | <b>\$ 1,515,889</b>    | <b>\$ 4,470,294</b>    | <b>\$ 801,915</b>      |



**City of Centennial  
All Fund Types  
2008 - 2018 Summary of Expenditures**

| 2012<br>Actual       | 2013<br>Revised      | 2014<br>Adopted      | 2015<br>Forecast     | 2016<br>Forecast     | 2017<br>Forecast     | 2018<br>Forecast     |
|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| \$ 281,972           | \$ 336,903           | \$ 360,249           | \$ 356,181           | \$ 506,025           | \$ 513,258           | \$ 530,665           |
| 645,313              | 725,053              | 758,799              | 785,947              | 814,180              | 843,543              | 874,081              |
| 397,865              | 448,341              | 365,228              | 590,748              | 385,368              | 611,575              | 406,908              |
| 940,626              | 1,198,832            | 1,244,106            | 1,331,599            | 1,384,481            | 1,440,020            | 1,498,388            |
| -                    | 750,000              | 200,000              | 250,000              | 250,000              | 250,000              | 250,000              |
| 779,303              | 419,084              | 555,450              | 453,076              | 468,967              | 485,546              | 502,846              |
| 776,261              | 1,041,110            | 785,446              | 801,187              | 812,509              | 834,472              | 839,524              |
| 193,999              | 589,941              | 626,107              | 635,033              | 649,992              | 665,755              | 682,378              |
| 1,580,192            | 2,381,842            | 2,513,582            | 2,625,385            | 2,703,062            | 2,786,564            | 2,874,413            |
| 115,227              | 221,511              | 304,000              | 154,000              | 154,000              | 154,000              | 154,000              |
| 4,715,283            | 5,165,052            | 5,151,514            | 4,366,269            | 4,439,886            | 4,492,029            | 4,536,276            |
| 229,847              | 308,830              | 336,830              | 336,830              | 336,830              | 336,830              | 336,830              |
| 12,021,266           | 11,936,944           | 12,105,025           | 12,346,823           | 12,670,694           | 13,004,711           | 13,790,612           |
| 314,004              | 1,164,101            | 919,875              | 777,741              | 796,252              | 815,363              | 830,110              |
| 12,047,376           | 18,433,076           | 9,995,500            | 8,565,000            | 8,500,000            | 8,615,000            | 8,640,000            |
| 337,495              | 503,797              | 520,830              | 401,533              | 399,957              | 401,511              | 402,831              |
| 18,645,129           | 18,620,581           | 19,278,763           | 19,760,732           | 20,254,750           | 20,761,119           | 21,280,147           |
| 598,857              | 616,102              | 620,470              | 605,136              | 620,168              | 635,576              | 651,370              |
| 2,097,997            | 2,218,275            | 2,291,275            | 2,389,697            | 2,424,621            | 2,489,704            | 2,557,277            |
| 3,565,695            | 3,817,692            | 3,325,426            | 3,083,961            | 3,204,119            | 3,346,763            | 3,481,026            |
| 395,000              | 426,850              | 439,869              | 453,725              | 468,905              | 482,372              | 496,243              |
| 1,413,920            | 9,597,293            | 2,442,500            | 2,360,000            | 2,335,000            | 2,345,000            | 2,355,000            |
| 6,085,043            | 6,311,074            | 6,676,997            | 6,668,914            | 6,757,175            | 6,765,688            | 6,765,688            |
| <b>\$ 68,177,670</b> | <b>\$ 87,232,284</b> | <b>\$ 71,817,841</b> | <b>\$ 70,099,516</b> | <b>\$ 71,336,941</b> | <b>\$ 73,076,401</b> | <b>\$ 74,736,613</b> |

**\$ 6,122,356   \$ (10,141,835)   \$ 2,822,198   \$ 2,849,922   \$ 1,308,377   \$ (338,335)   \$ (2,054,065)**



**City of Centennial  
All Fund Types  
2008 - 2018 Summary of Sources (Uses)**

|  | 2008<br>Actual       | 2009<br>Actual       | 2010<br>Actual       | 2011<br>Actual       |
|--|----------------------|----------------------|----------------------|----------------------|
| <b>OTHER FINANCING SOURCES (USES)</b>                    |                      |                      |                      |                      |
| Fund Transfers/Use of Fund Balance                       | \$ 1,294,208         | \$ 2,659,313         | \$ 5,473,582         | \$ 4,798,731         |
| Land Use Fund Transfers                                  | (394,208)            | (175,466)            | 408,848              | (112,244)            |
| Capital Improvement Fund Transfers                       | (900,000)            | (2,483,847)          | (5,882,430)          | (4,686,487)          |
| <b>TOTAL OTHER FINANCING USES</b>                        | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          |
| <b>TOTAL EXPENDITURES &amp;<br/>OTHER FINANCING USES</b> | <b>\$ 57,538,552</b> | <b>\$ 52,051,108</b> | <b>\$ 50,993,755</b> | <b>\$ 66,708,504</b> |
| <b>NET CHANGE IN FUND BALANCE<sup>4</sup></b>            | <b>\$ 9,432</b>      | <b>\$ 1,515,889</b>  | <b>\$ 4,470,294</b>  | <b>\$ 801,915</b>    |
| <b>FUND BALANCE/NET ASSETS -<br/>BEGINNING OF YEAR</b>   | <b>\$ 31,668,214</b> | <b>\$ 31,677,646</b> | <b>\$ 33,193,535</b> | <b>\$ 37,663,829</b> |
| <b>FUND BALANCE/NET ASSETS -<br/>END OF YEAR</b>         | <b>\$ 31,677,646</b> | <b>\$ 33,193,535</b> | <b>\$ 37,663,829</b> | <b>\$ 38,465,744</b> |

<sup>1</sup>Capital Improvement Fund

<sup>2</sup>Other Governmental Funds (Includes General Improvement Districts and CURA)

<sup>3</sup>Open Space and Conservation Trust Funds

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





**City of Centennial  
All Fund Types  
2008 - 2018 Summary of Sources (Uses)**

| <b>2012<br/>Actual</b> | <b>2013<br/>Revised</b> | <b>2014<br/>Adopted</b> | <b>2015<br/>Forecast</b> | <b>2016<br/>Forecast</b> | <b>2017<br/>Forecast</b> | <b>2018<br/>Forecast</b> |
|------------------------|-------------------------|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| \$ 14,859,003          | \$ 8,122,750            | \$ 8,817,837            | \$ 8,106,411             | \$ 8,208,714             | \$ 8,340,353             | \$ 8,367,927             |
| 72,662                 | 354,215                 | 218,669                 | 120,440                  | 114,654                  | 107,003                  | 113,386                  |
| (14,931,665)           | (9,782,000)             | (9,071,883)             | (8,344,728)              | (8,466,245)              | (8,580,233)              | (8,604,190)              |
| <b>\$ -</b>            | <b>\$ (1,305,035)</b>   | <b>\$ (35,377)</b>      | <b>\$ (117,877)</b>      | <b>\$ (142,877)</b>      | <b>\$ (132,877)</b>      | <b>\$ (122,877)</b>      |
| <br>                   |                         |                         |                          |                          |                          |                          |
| \$ 68,177,670          | \$ 88,537,319           | \$ 71,853,218           | \$ 70,217,393            | \$ 71,479,818            | \$ 73,209,278            | \$ 74,859,490            |
| \$ 6,122,356           | \$ (11,446,870)         | \$ 2,786,821            | \$ 2,732,045             | \$ 1,165,500             | \$ (471,212)             | \$ (2,176,942)           |
| <br>                   |                         |                         |                          |                          |                          |                          |
| \$ 38,465,744          | \$ 44,588,100           | \$ 33,141,230           | \$ 35,928,051            | \$ 38,660,097            | \$ 39,825,597            | \$ 39,354,385            |
| <br>                   |                         |                         |                          |                          |                          |                          |
| <b>\$ 44,588,100</b>   | <b>\$ 33,141,230</b>    | <b>\$ 35,928,051</b>    | <b>\$ 38,660,097</b>     | <b>\$ 39,825,597</b>     | <b>\$ 39,354,385</b>     | <b>\$ 37,177,443</b>     |



**City of Centennial  
General Fund  
2008 - 2018 Summary of Revenues**

|                                 | <b>2008<br/>Actual</b> | <b>2009<br/>Actual</b> | <b>2010<br/>Actual</b> | <b>2011<br/>Actual</b> |
|---------------------------------|------------------------|------------------------|------------------------|------------------------|
| <b><u>REVENUES</u></b>          |                        |                        |                        |                        |
| Sales Tax                       | \$ 18,084,708          | \$ 17,604,690          | \$ 20,258,699          | \$ 27,178,946          |
| Business/Sales Tax License      | -                      | 83,439                 | 100,820                | 50,852                 |
| Sales Tax - County              | 536,261                | 388,261                | 365,882                | 434,914                |
| Building Materials Use Tax      | 3,265,367              | 2,001,964              | 2,060,641              | 1,677,317              |
| Property Tax                    | 7,608,157              | 7,815,973              | 8,056,908              | 8,016,695              |
| Highway Users Tax Fund          | 3,625,820              | 3,873,657              | 4,342,519              | 4,614,479              |
| Gas Franchise Fee - Xcel        | 1,264,464              | 963,371                | 905,980                | 926,766                |
| Electric Franchise Fee- Xcel    | 2,107,674              | 1,825,891              | 2,158,049              | 2,221,952              |
| Electric Franchise Fee- IREA    | 429,629                | 390,066                | 498,183                | 508,725                |
| Cable TV Franchise Fee          | 1,026,210              | 1,056,283              | 1,091,461              | 1,092,422              |
| Specific Ownership Tax          | 582,070                | 545,969                | 527,968                | 503,246                |
| Motor Vehicle Registration Fees | 445,035                | 435,202                | 504,525                | 497,206                |
| Automobile Use Tax              | 3,522,055              | 3,084,446              | 3,064,792              | 3,178,645              |
| Cigarette Tax                   | 279,888                | 255,033                | 252,382                | 253,944                |
| Road and Bridge Shareback       | 599,731                | 614,526                | 600,041                | 605,994                |
| Right-of-Way Permit Fees        | 299,789                | 370,153                | 268,760                | 279,573                |
| Pavement Restoration Fees       | 54,434                 | -                      | -                      | -                      |
| Animal Services Fines and Fees  | 10,563                 | 54,656                 | 67,822                 | 88,834                 |
| Court Fines                     | 2,290,038              | 2,238,896              | 2,300,633              | 2,147,649              |
| Investment Income               | 567,915                | 81,464                 | 55,516                 | 29,244                 |
| Liquor Licensing Fees           | 23,655                 | 37,275                 | 47,644                 | 35,340                 |
| Facility Rental Fees            | 24,000                 | 27,300                 | 27,600                 | 45,600                 |
| Passport Fees                   | -                      | -                      | 32,595                 | 28,470                 |
| Building Rent Recovery          | -                      | 39,181                 | 43,700                 | 43,700                 |
| Federal Grant Revenue           | 309,585                | 156,688                | 63,429                 | 38,165                 |
| Other Grant Revenue             | -                      | -                      | -                      | 4,000                  |
| Intergovernmental Revenue       | 249,876                | 168,848                | 79,287                 | 54,742                 |
| Insurance Proceeds              | -                      | -                      | 115,843                | 36,617                 |
| Miscellaneous Revenue           | 385,379                | 198,866                | 104,839                | 92,048                 |
| <b>TOTAL REVENUES</b>           | <b>\$ 47,592,303</b>   | <b>\$ 44,312,098</b>   | <b>\$ 47,996,518</b>   | <b>\$ 54,686,085</b>   |



**City of Centennial  
General Fund  
2008 - 2018 Summary of Revenues**

| <b>2012<br/>Actual</b> | <b>2013<br/>Revised</b> | <b>2014<br/>Adopted</b> | <b>2015<br/>Forecast</b> | <b>2016<br/>Forecast</b> | <b>2017<br/>Forecast</b> | <b>2018<br/>Forecast</b> |
|------------------------|-------------------------|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| \$ 31,761,997          | \$ 31,882,525           | \$ 32,310,586           | \$ 32,079,617            | \$ 32,079,617            | \$ 32,079,617            | \$ 31,758,821            |
| 102,000                | 50,852                  | 102,000                 | 50,852                   | 102,000                  | 50,582                   | 102,000                  |
| 506,750                | 531,319                 | 541,945                 | 547,364                  | 547,364                  | 547,364                  | 547,364                  |
| 2,003,344              | 2,043,365               | 1,600,000               | 1,300,000                | 1,300,000                | 1,300,000                | 1,300,000                |
| 7,723,151              | 7,983,752               | 8,182,269               | 8,182,269                | 7,854,978                | 7,854,978                | 7,933,528                |
| 4,846,842              | 4,680,199               | 4,703,600               | 4,633,046                | 4,586,715                | 4,586,715                | 4,586,715                |
| 809,694                | 848,490                 | 848,490                 | 848,490                  | 848,490                  | 848,490                  | 848,490                  |
| 2,186,667              | 2,298,372               | 2,298,372               | 2,298,372                | 2,298,372                | 2,298,372                | 2,298,372                |
| 523,099                | 551,494                 | 551,494                 | 551,494                  | 551,494                  | 551,494                  | 551,494                  |
| 1,126,714              | 1,165,605               | 1,177,261               | 1,177,261                | 1,177,261                | 1,177,261                | 1,177,261                |
| 522,803                | 551,621                 | 551,621                 | 558,332                  | 560,565                  | 562,247                  | 563,371                  |
| 508,009                | 535,828                 | 535,828                 | 541,186                  | 541,186                  | 541,186                  | 541,186                  |
| 3,458,033              | 3,791,197               | 3,867,021               | 3,387,936                | 3,401,488                | 3,411,692                | 3,418,516                |
| 267,307                | 281,412                 | 281,412                 | 281,142                  | 281,142                  | 281,142                  | 281,142                  |
| 615,814                | 620,301                 | 620,301                 | 620,301                  | 620,301                  | 620,301                  | 620,301                  |
| 336,064                | 320,553                 | 320,553                 | 350,553                  | 350,553                  | 350,553                  | 350,553                  |
| -                      | -                       | -                       |                          |                          |                          |                          |
| 91,153                 | 67,058                  | 67,058                  | 67,058                   | 67,058                   | 67,058                   | 67,058                   |
| 2,004,690              | 1,949,209               | 1,949,209               | 1,949,209                | 1,949,209                | 1,949,209                | 1,949,209                |
| 132,102                | 165,000                 | 188,700                 | 188,700                  | 188,700                  | 188,700                  | 188,700                  |
| 32,786                 | 32,956                  | 32,956                  | 32,956                   | 32,956                   | 32,956                   | 32,956                   |
| 51,600                 | 51,600                  | 55,395                  | 55,740                   | 58,140                   | 59,340                   | 59,340                   |
| 58,960                 | 89,495                  | 89,495                  | 89,495                   | 89,495                   | 89,495                   | 89,495                   |
| 40,470                 | 40,470                  | 40,470                  | 482,470                  | 482,470                  | 482,470                  | 482,470                  |
| 692                    | -                       | -                       | -                        | -                        | -                        | -                        |
| -                      | -                       | -                       | -                        | -                        | -                        | -                        |
| 86,815                 | 40,000                  | 40,000                  | 40,000                   | 40,000                   | 40,000                   | 40,000                   |
| 47,665                 | 121,226                 | -                       | -                        | -                        | -                        | -                        |
| 307,888                | 233,268                 | 100,000                 | 100,000                  | 100,000                  | 100,000                  | 100,000                  |
| <b>\$ 60,153,109</b>   | <b>\$ 60,927,167</b>    | <b>\$ 61,056,036</b>    | <b>\$ 60,413,843</b>     | <b>\$ 60,109,554</b>     | <b>\$ 60,071,222</b>     | <b>\$ 59,888,342</b>     |



**City of Centennial  
General Fund  
2008 - 2018 Summary of Expenditures**

|                                      | 2008<br>Actual       | 2009<br>Actual       | 2010<br>Actual       | 2011<br>Actual       |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|
| <b><u>EXPENDITURES</u></b>           |                      |                      |                      |                      |
| <b><u>Legislative</u></b>            |                      |                      |                      |                      |
| Elected Officials                    | \$ 255,406           | \$ 373,048           | \$ 286,794           | \$ 280,996           |
| City Attorney's Office               | 697,179              | 533,136              | 696,100              | 855,798              |
| City Clerk's Office                  | 365,086              | 342,268              | 297,354              | 318,316              |
| <b><u>City Management</u></b>        |                      |                      |                      |                      |
| City Manager's Office                | 618,848              | 877,876              | 931,405              | 1,015,127            |
| Office of Innovation                 | -                    | -                    | -                    | -                    |
| <b><u>Administrative</u></b>         |                      |                      |                      |                      |
| Human Resources                      | 839,549              | 689,258              | 633,199              | 819,064              |
| Information Technology               | 148,664              | 517,231              | 655,831              | 684,975              |
| Communications                       | 546,095              | 346,969              | 380,382              | 149,047              |
| <b><u>Financial</u></b>              |                      |                      |                      |                      |
| Finance                              | 1,066,616            | 950,862              | 1,134,997            | 1,341,742            |
| Economic Development                 | -                    | 125,457              | 79,967               | 73,008               |
| Nondepartmental                      | 5,301,678            | 417,205              | 494,678              | 2,866,464            |
| Central Services                     | 192,954              | 198,597              | 150,544              | 194,429              |
| <b><u>Public Works</u></b>           |                      |                      |                      |                      |
| Public Works                         | 13,053,726           | 10,564,864           | 10,811,236           | 11,490,129           |
| Facilities & Fleet                   | 1,068,980            | 490,909              | 238,525              | 218,977              |
| <b><u>Public Safety</u></b>          |                      |                      |                      |                      |
| Law Enforcement                      | 17,852,460           | 18,111,139           | 18,236,968           | 18,366,289           |
| Animal Services                      | 830,188              | 555,066              | 569,802              | 598,992              |
| Municipal Court                      | 2,229,400            | 2,417,689            | 2,146,680            | 2,142,484            |
| <b><u>Community Development</u></b>  |                      |                      |                      |                      |
| Community Development Administration | 673,309              | 413,839              | 401,152              | 469,314              |
| Code Compliance                      | 442,341              | 465,147              | 455,142              | 477,653              |
| <b>TOTAL EXPENDITURES</b>            | <b>\$ 46,182,476</b> | <b>\$ 38,390,560</b> | <b>\$ 38,600,756</b> | <b>\$ 42,362,804</b> |
| <b>REVENUE OVER (UNDER)</b>          |                      |                      |                      |                      |
| <b>EXPENDITURES</b>                  | <b>\$ 1,409,827</b>  | <b>\$ 5,921,538</b>  | <b>\$ 9,395,762</b>  | <b>\$ 12,323,281</b> |



**City of Centennial  
General Fund  
2008 - 2018 Summary of Expenditures**

| <b>2012<br/>Actual</b> | <b>2013<br/>Revised</b> | <b>2014<br/>Adopted</b> | <b>2015<br/>Forecast</b> | <b>2016<br/>Forecast</b> | <b>2017<br/>Forecast</b> | <b>2018<br/>Forecast</b> |
|------------------------|-------------------------|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| \$ 281,972             | \$ 336,903              | \$ 360,249              | \$ 356,181               | \$ 506,025               | \$ 513,258               | \$ 530,665               |
| 645,313                | 725,053                 | 758,799                 | 785,947                  | 814,180                  | 843,543                  | 874,081                  |
| 397,865                | 448,341                 | 365,228                 | 590,748                  | 385,368                  | 611,575                  | 406,908                  |
| 940,626                | 1,198,832               | 1,244,106               | 1,331,599                | 1,384,481                | 1,440,020                | 1,498,388                |
| -                      | 750,000                 | 200,000                 | 250,000                  | 250,000                  | 250,000                  | 250,000                  |
| 779,303                | 419,084                 | 555,450                 | 453,076                  | 468,967                  | 485,546                  | 502,846                  |
| 776,261                | 1,041,110               | 785,446                 | 801,187                  | 812,509                  | 834,472                  | 839,524                  |
| 193,999                | 589,941                 | 626,107                 | 635,033                  | 649,992                  | 665,755                  | 682,378                  |
| 1,580,192              | 2,381,842               | 2,513,582               | 2,625,385                | 2,703,062                | 2,786,564                | 2,874,413                |
| 115,227                | 221,511                 | 304,000                 | 154,000                  | 154,000                  | 154,000                  | 154,000                  |
| 4,715,283              | 5,165,052               | 5,151,514               | 4,366,269                | 4,439,886                | 4,492,029                | 4,536,276                |
| 229,847                | 308,830                 | 336,830                 | 336,830                  | 336,830                  | 336,830                  | 336,830                  |
| 12,021,266             | 11,936,944              | 12,105,025              | 12,346,823               | 12,670,694               | 13,004,711               | 13,790,612               |
| 314,004                | 1,164,101               | 919,875                 | 777,741                  | 796,252                  | 815,363                  | 830,110                  |
| 18,645,129             | 18,620,581              | 19,278,763              | 19,760,732               | 20,254,750               | 20,761,119               | 21,280,147               |
| 598,857                | 616,102                 | 620,470                 | 605,136                  | 620,168                  | 635,576                  | 651,370                  |
| 2,097,997              | 2,218,275               | 2,291,275               | 2,389,697                | 2,424,621                | 2,489,704                | 2,557,277                |
| 428,837                | 417,907                 | 412,095                 | 437,401                  | 451,773                  | 466,766                  | 482,412                  |
| 395,000                | 426,850                 | 439,869                 | 453,725                  | 468,905                  | 482,372                  | 496,243                  |
| <b>\$ 45,156,978</b>   | <b>\$ 48,987,259</b>    | <b>\$ 49,268,683</b>    | <b>\$ 49,457,510</b>     | <b>\$ 50,592,463</b>     | <b>\$ 52,069,204</b>     | <b>\$ 53,574,480</b>     |

**\$ 14,996,131   \$ 11,939,908   \$ 11,787,353   \$ 10,956,333   \$ 9,517,091   \$ 8,002,018   \$ 6,313,862**





**City of Centennial  
General Fund  
2008 - 2018 Summary of Sources (Uses)**

|   | 2008<br>Actual        | 2009<br>Actual        | 2010<br>Actual        | 2011<br>Actual        |
|---|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>OTHER FINANCING<br/>SOURCES (USES)</b>   |                       |                       |                       |                       |
| Land Use Fund Transfers   | \$ (394,208)          | \$ (175,466)          | \$ 408,848            | \$ (112,244)          |
| CIP Fund Transfers  | (900,000)             | (2,483,847)           | (5,882,430)           | (4,686,487)           |
| <b>TOTAL OTHER<br/>FINANCING SOURCES (USES)</b>   | <b>\$ (1,294,208)</b> | <b>\$ (2,659,313)</b> | <b>\$ (5,473,582)</b> | <b>\$ (4,798,731)</b> |
| <b>TOTAL EXPENDITURES &amp;<br/>OTHER FINANCING SOURCES (USES)</b>                      | <b>\$ 47,476,684</b>  | <b>\$ 41,049,873</b>  | <b>\$ 44,074,338</b>  | <b>\$ 47,161,535</b>  |
| <b>NET CHANGE IN<br/>FUND BALANCE</b>   | <b>\$ 115,619</b>     | <b>\$ 3,262,225</b>   | <b>\$ 3,922,180</b>   | <b>\$ 7,524,550</b>   |
| <b>FUND BALANCE/NET ASSETS -<br/>BEGINNING OF YEAR</b>                                  | <b>\$ 14,690,185</b>  | <b>\$ 14,805,804</b>  | <b>\$ 18,068,029</b>  | <b>\$ 21,990,209</b>  |
| <b>FUND BALANCE/NET ASSETS -<br/>END OF YEAR</b>  | <b>\$ 14,805,804</b>  | <b>\$ 18,068,029</b>  | <b>\$ 21,990,209</b>  | <b>\$ 29,514,759</b>  |
| <b>FUND BALANCE AS A PERCENTAGE OF<br/>OPERATING EXPENDITURES AND<br/>TRANSFERS OUT</b> | <b>31.2%</b>          | <b>44.0%</b>          | <b>49.9%</b>          | <b>62.6%</b>          |



**City of Centennial  
General Fund  
2008 - 2018 Summary of Sources (Uses)**

| 2012<br>Actual            | 2013<br>Revised           | 2014<br>Adopted           | 2015<br>Forecast          | 2016<br>Forecast          | 2017<br>Forecast          | 2018<br>Forecast          |
|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| \$ 72,662<br>(14,931,665) | \$ 354,215<br>(9,782,000) | \$ 218,669<br>(9,071,883) | \$ 120,440<br>(8,344,728) | \$ 114,654<br>(8,466,245) | \$ 107,003<br>(8,580,233) | \$ 113,386<br>(8,604,190) |
| <b>\$ (14,859,003)</b>    | <b>\$ (9,427,785)</b>     | <b>\$ (8,853,214)</b>     | <b>\$ (8,224,288)</b>     | <b>\$ (8,351,591)</b>     | <b>\$ (8,473,230)</b>     | <b>\$ (8,490,804)</b>     |
| <b>\$ 60,015,981</b>      | <b>\$ 58,415,044</b>      | <b>\$ 58,121,897</b>      | <b>\$ 57,681,798</b>      | <b>\$ 58,944,054</b>      | <b>\$ 60,542,435</b>      | <b>\$ 62,065,284</b>      |
| <b>\$ 137,128</b>         | <b>\$ 2,512,123</b>       | <b>\$ 2,934,139</b>       | <b>\$ 2,732,045</b>       | <b>\$ 1,165,500</b>       | <b>\$ (471,212)</b>       | <b>\$ (2,176,942)</b>     |
| <b>\$ 29,514,759</b>      | <b>\$ 29,651,887</b>      | <b>\$ 32,164,010</b>      | <b>\$ 35,098,149</b>      | <b>\$ 37,830,194</b>      | <b>\$ 38,995,694</b>      | <b>\$ 38,524,482</b>      |
| <b>\$ 29,651,887</b>      | <b>\$ 32,164,010</b>      | <b>\$ 35,098,149</b>      | <b>\$ 37,830,194</b>      | <b>\$ 38,995,694</b>      | <b>\$ 38,524,482</b>      | <b>\$ 36,347,540</b>      |
| <b>49.4%</b>              | <b>55.1%</b>              | <b>60.4%</b>              | <b>65.6%</b>              | <b>66.2%</b>              | <b>63.6%</b>              | <b>58.6%</b>              |



**City of Centennial  
General Fund  
2008 - 2018 Reserves**

|                                    | 2008<br>Actual       | 2009<br>Actual       | 2010<br>Actual       | 2011<br>Actual       |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|
| <b>Nonspendable</b>                |                      |                      |                      |                      |
| Prepaid Items                      | \$ 20,746            | \$ 16,415            | \$ 14,911            | \$ 13,762            |
| Deposits                           | 66,300               | -                    | -                    | -                    |
| <b>Restricted</b>                  |                      |                      |                      |                      |
| TABOR Emergency Reserves           | 1,211,018            | 1,244,883            | 1,273,785            | 1,495,476            |
| Community Events                   | -                    | -                    | -                    | 12,500               |
| <b>Unassigned</b>                  | 13,507,740           | 16,806,731           | 20,701,513           | 27,993,021           |
| <b>TOTAL GENERAL FUND RESERVES</b> | <b>\$ 14,805,804</b> | <b>\$ 18,068,029</b> | <b>\$ 21,990,209</b> | <b>\$ 29,514,759</b> |



**City of Centennial  
General Fund  
2008 - 2018 Reserves**

| <b>2012<br/>Actual</b> | <b>2013<br/>Revised</b> | <b>2014<br/>Adopted</b> | <b>2015<br/>Forecast</b> | <b>2016<br/>Forecast</b> | <b>2017<br/>Forecast</b> | <b>2018<br/>Forecast</b> |
|------------------------|-------------------------|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| \$ 4,009               | \$ -                    | \$ -                    | \$ -                     | \$ -                     | \$ -                     | \$ -                     |
| -                      | -                       | -                       | -                        | -                        | -                        | -                        |
| 1,358,802              | 1,544,981               | 1,566,085               | 1,565,687                | 1,552,739                | 1,547,940                | 1,541,926                |
| 12,500                 | 12,500                  | -                       | -                        | -                        | -                        | -                        |
| 28,276,575             | 30,606,528              | 33,532,064              | 36,264,507               | 37,442,955               | 36,976,542               | 34,805,614               |
| <b>\$ 29,651,887</b>   | <b>\$ 32,164,010</b>    | <b>\$ 35,098,149</b>    | <b>\$ 37,830,194</b>     | <b>\$ 38,995,694</b>     | <b>\$ 38,524,482</b>     | <b>\$ 36,347,540</b>     |



**City of Centennial  
Land Use Fund  
2008 - 2018 Summary of Revenues & Expenses**

|                                   | 2008<br>Actual      | 2009<br>Actual      | 2010<br>Actual      | 2011<br>Actual      |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|
| <b><u>REVENUES</u></b>            |                     |                     |                     |                     |
| Building Permit Fees              | \$ 1,705,643        | \$ 1,681,901        | \$ 1,638,180        | \$ 1,460,659        |
| Building Plan Review Fees         | 576,048             | 458,020             | 458,137             | 418,709             |
| Subtotal Building Services        | \$ 2,281,691        | \$ 2,139,921        | \$ 2,096,317        | \$ 1,879,368        |
| Contractor Licensing              | \$ 255,295          | \$ 250,638          | \$ 248,373          | \$ 250,838          |
| Transit Shelter Administration    | 111,750             | 104,900             | 100,300             | 88,000              |
| Subtotal Contractor Licensing     | \$ 367,045          | \$ 355,538          | \$ 348,673          | \$ 338,838          |
| Land Development Applications     | \$ 409,861          | \$ 237,222          | \$ 101,860          | \$ 146,852          |
| Misc. Engineering Permits (ROW)   | 19,833              | 1,000               | 15,406              | 22,208              |
| Construction Drawings (CD)        | -                   | -                   | 21,900              | 54,400              |
| Subdivision Improvement Agreement | -                   | -                   | 9,000               | 6,800               |
| Site Inspections                  | -                   | -                   | 16,047              | 34,500              |
| Sign Permits                      | 61,584              | 86,282              | 61,469              | 52,507              |
| Fence Permits                     | 16,294              | 15,817              | 17,617              | 25,391              |
| CMRS Permits                      | 2,860               | -                   | 12,000              | 26,550              |
| Legal Services - Review of AWOs   | 64,450              | 30,483              | 32,476              | 28,832              |
| Change in Deferred Revenue        | -                   | -                   | 573,152             | 95,709              |
| Federal Grant Revenue             | -                   | -                   | 46,280              | 62,549              |
| Other Revenue                     | (95,165)            | 35,417              | 48,479              | 70,776              |
| Subtotal Permits/Plan Review      | \$ 479,717          | \$ 406,221          | \$ 955,686          | \$ 627,074          |
| Rental Income                     | \$ 26,276           | \$ -                | \$ -                | \$ -                |
| <b>TOTAL REVENUES</b>             | <b>\$ 3,154,729</b> | <b>\$ 2,901,680</b> | <b>\$ 3,400,676</b> | <b>\$ 2,845,280</b> |

**EXPENSES****Personnel Services**

|                                 |                   |                   |                   |                     |
|---------------------------------|-------------------|-------------------|-------------------|---------------------|
| Salaries and Wages              | \$ 589,305        | \$ 716,889        | \$ 700,662        | \$ 767,972          |
| Benefits                        | 194,818           | 203,550           | 218,985           | 248,054             |
| <b>Total Personnel Services</b> | <b>\$ 784,123</b> | <b>\$ 920,439</b> | <b>\$ 919,647</b> | <b>\$ 1,016,026</b> |

**Contracted Services****Permitting and Inspections**

|                                     |              |              |              |              |
|-------------------------------------|--------------|--------------|--------------|--------------|
| Building Services                   | \$ 1,712,853 | \$ 1,605,211 | \$ 1,572,755 | \$ 1,409,751 |
| Home Improvement Program            |              |              |              |              |
| Incentive                           | -            | -            | -            | 826          |
| Subtotal Permitting and Inspections | \$ 1,712,853 | \$ 1,605,211 | \$ 1,572,755 | \$ 1,410,577 |





**City of Centennial  
Land Use Fund  
2008 - 2018 Summary of Revenues & Expenses**

| <b>2012<br/>Actual</b> | <b>2013<br/>Revised</b> | <b>2014<br/>Adopted</b> | <b>2015<br/>Forecast</b> | <b>2016<br/>Forecast</b> | <b>2017<br/>Forecast</b> | <b>2018<br/>Forecast</b> |
|------------------------|-------------------------|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| \$ 2,016,727           | \$ 2,400,000            | \$ 1,950,000            | \$ 1,500,000             | \$ 1,550,000             | \$ 1,600,000             | \$ 1,650,000             |
| 494,533                | 500,000                 | 450,000                 | 500,000                  | 550,000                  | 600,000                  | 650,000                  |
| \$ 2,511,260           | \$ 2,900,000            | \$ 2,400,000            | \$ 2,000,000             | \$ 2,100,000             | \$ 2,200,000             | \$ 2,300,000             |
| \$ 247,585             | \$ 260,000              | \$ 235,000              | \$ 250,000               | \$ 250,000               | \$ 270,000               | \$ 275,000               |
| 78,000                 | 90,000                  | 85,000                  | 73,000                   | 73,000                   | 73,000                   | 73,000                   |
| \$ 325,585             | \$ 350,000              | \$ 320,000              | \$ 323,000               | \$ 323,000               | \$ 343,000               | \$ 348,000               |
| \$ 177,160             | \$ 250,000              | \$ 200,000              | \$ 250,000               | \$ 250,000               | \$ 250,000               | \$ 250,000               |
| 10,143                 | 10,000                  | 10,000                  | 20,000                   | 20,000                   | 20,000                   | 20,000                   |
| 32,100                 | 80,000                  | 60,000                  | 30,000                   | 30,000                   | 30,000                   | 35,000                   |
| 6,000                  | 20,000                  | 15,000                  | 10,000                   | 10,000                   | 10,000                   | 20,000                   |
| 17,400                 | 25,000                  | 20,000                  | 25,000                   | 25,000                   | 25,000                   | 25,000                   |
| 56,805                 | 50,000                  | 50,000                  | 50,000                   | 50,000                   | 50,000                   | 55,000                   |
| 23,537                 | 5,000                   | 5,000                   | 4,000                    | 4,000                    | 4,000                    | 4,000                    |
| 15,300                 | 14,000                  | 12,000                  | 15,000                   | 15,000                   | 15,000                   | 15,000                   |
| 28,474                 | 50,000                  | 40,000                  | 40,000                   | 40,000                   | 40,000                   | 40,000                   |
| (11,967)               | -                       | -                       | -                        | -                        | -                        | -                        |
| -                      | -                       | -                       | -                        | -                        | -                        | -                        |
| 17,723                 | -                       | -                       | -                        | -                        | -                        | -                        |
| \$ 372,675             | \$ 504,000              | \$ 412,000              | \$ 444,000               | \$ 444,000               | \$ 444,000               | \$ 464,000               |
| \$ -                   | \$ -                    | \$ -                    | \$ -                     | \$ -                     | \$ -                     | \$ -                     |
| <b>\$ 3,209,520</b>    | <b>\$ 3,754,000</b>     | <b>\$ 3,132,000</b>     | <b>\$ 2,767,000</b>      | <b>\$ 2,867,000</b>      | <b>\$ 2,987,000</b>      | <b>\$ 3,112,000</b>      |

|                   |                   |                   |                   |                   |                   |                   |
|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| \$ 562,657        | \$ 304,724        | \$ 299,707        | \$ 320,947        | \$ 332,128        | \$ 343,699        | \$ 355,676        |
| 166,337           | 111,736           | 113,757           | 123,492           | 132,749           | 142,828           | 153,806           |
| <b>\$ 728,994</b> | <b>\$ 416,460</b> | <b>\$ 413,464</b> | <b>\$ 444,439</b> | <b>\$ 464,877</b> | <b>\$ 486,527</b> | <b>\$ 509,482</b> |

|              |              |              |              |              |              |              |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| \$ 1,885,909 | \$ 2,275,000 | \$ 1,800,000 | \$ 1,500,000 | \$ 1,575,000 | \$ 1,650,000 | \$ 1,725,000 |
| 4,766        | 20,000       | 20,000       | 20,000       | 20,000       | 20,000       | 20,000       |
| \$ 1,890,675 | \$ 2,295,000 | \$ 1,820,000 | \$ 1,520,000 | \$ 1,595,000 | \$ 1,670,000 | \$ 1,745,000 |



**City of Centennial  
Land Use Fund  
2008 - 2018 Summary of Expenses**

|  | <b>2008<br/>Actual</b> | <b>2009<br/>Actual</b> | <b>2010<br/>Actual</b> | <b>2011<br/>Actual</b> |
|--|------------------------|------------------------|------------------------|------------------------|
| <u>Contractor License Administration</u>         |                        |                        |                        |                        |
| Supplemental Use Tax Administration              | \$ 37,400              | \$ -                   | \$ -                   | \$ -                   |
| Contractor License Administration                | 107,400                | 110,000                | 112,469                | 125,339                |
| Bus/Bench Maintenance                            | 26,400                 | 26,400                 | 26,928                 | 5,300                  |
| Land Use Fund Administration                     | 171,200                | 136,400                | 139,397                | 130,639                |
| Bus Bench Repair/Raplacement                     | -                      | -                      | 5,700                  | 69,718                 |
| Subtotal Contractor Licensing                    | \$ 171,200             | \$ 136,400             | \$ 145,097             | \$ 200,357             |
| <u>Permits/Plan Review</u>                       |                        |                        |                        |                        |
| <u>Applicant Work Orders (AWOs)</u>              |                        |                        |                        |                        |
| Land Development Applications                    | \$ 147,859             | \$ 23,738              | \$ -                   | \$ -                   |
| Legal Services - Review of AWOs                  | 46,823                 | 24,125                 | 20,275                 | 25,244                 |
| Subtotal Permits/Plan Review                     | \$ 194,682             | \$ 47,863              | \$ 20,275              | \$ 25,244              |
| <u>Project Specific</u>                          |                        |                        |                        |                        |
| Sub Area Plan for Undesignated Area              | \$ 20,168              | \$ 33,143              | \$ -                   | \$ -                   |
| Land Development Code Rewrite                    | 30,644                 | 167,442                | 4,305                  | -                      |
| Other Projects                                   | -                      | -                      | 45,388                 | -                      |
| Joint Planning Area Services                     | 3,834                  | -                      | -                      | -                      |
| City Work Orders (CWOs)                          |                        |                        |                        |                        |
| Engineering                                      | 85,764                 | -                      | -                      | -                      |
| Merchant Processing Fees                         | 17,120                 | -                      | -                      | -                      |
| Subtotal Project Specific                        | \$ 157,530             | \$ 200,585             | \$ 49,693              | \$ -                   |
| Temporary Personnel                              | -                      | 15,959                 | 31,648                 | 8,056                  |
| Legal Services - General                         | 188,569                | 88,050                 | 60,069                 | 62,011                 |
| Legal Services - Zoning Map Update               | -                      | -                      | -                      | -                      |
| <b>Total Contracted Services</b>                 | <b>\$ 2,424,834</b>    | <b>\$ 2,094,068</b>    | <b>\$ 1,879,537</b>    | <b>\$ 1,706,245</b>    |
| <u>Other Services &amp; Supplies:</u>            |                        |                        |                        |                        |
| Professional Services                            | \$ 4,728               | \$ 9,121               | \$ 5,253               | \$ 1,358               |
| Professional Engineering Services                | -                      | -                      | -                      | -                      |
| Payroll Processing                               | -                      | -                      | -                      | 4,824                  |
| Personnel Services:                              |                        |                        |                        |                        |
| Raise Pool                                       | -                      | -                      | -                      | -                      |
| Land Use Case Archiving Services                 | -                      | -                      | -                      | -                      |
| Purchased Non-Capital Equipment                  | 16,376                 | -                      | 6,899                  | 2,208                  |
| Equipment/Building - Rental, Repair, Maintenance | 112,686                | 27,312                 | 13,372                 | 34,108                 |
| Postage & Courier Services                       | 1,138                  | 107                    | 24                     | 8                      |
| Printing & Publishing Services                   | 19,405                 | 5,340                  | 3,836                  | 5,265                  |



**City of Centennial  
Land Use Fund  
2008 - 2018 Summary of Expenses**

| <b>2012<br/>Actual</b> | <b>2013<br/>Revised</b> | <b>2014<br/>Adopted</b> | <b>2015<br/>Forecast</b> | <b>2016<br/>Forecast</b> | <b>2017<br/>Forecast</b> | <b>2018<br/>Forecast</b> |
|------------------------|-------------------------|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| \$ -                   | \$ -                    | \$ -                    | \$ -                     | \$ -                     | \$ -                     | \$ -                     |
| 123,793                | 140,000                 | 117,500                 | 125,000                  | 125,000                  | 135,000                  | 137,500                  |
| 12,554                 | 16,200                  | 16,200                  | 16,200                   | 16,200                   | 16,200                   | 16,200                   |
| 136,347                | 156,200                 | 133,700                 | 141,200                  | 141,200                  | 151,200                  | 153,700                  |
| -                      | 9,400                   | 9,400                   | 9,400                    | 9,400                    | 9,400                    | 9,400                    |
| \$ 136,347             | \$ 165,600              | \$ 143,100              | \$ 150,600               | \$ 150,600               | \$ 160,600               | \$ 163,100               |
| \$ -                   | \$ 5,000                | \$ 5,000                | \$ -                     | \$ -                     | \$ -                     | \$ -                     |
| 19,086                 | 40,000                  | 41,109                  | 40,000                   | 40,000                   | 50,000                   | 55,000                   |
| \$ 19,086              | \$ 45,000               | \$ 46,109               | \$ 40,000                | \$ 40,000                | \$ 50,000                | \$ 55,000                |
| \$ -                   | \$ -                    | \$ -                    | \$ -                     | \$ -                     | \$ -                     | \$ -                     |
| -                      | -                       | -                       | -                        | -                        | -                        | -                        |
| -                      | -                       | -                       | -                        | -                        | -                        | -                        |
| -                      | -                       | -                       | -                        | -                        | -                        | -                        |
| -                      | -                       | -                       | -                        | -                        | -                        | -                        |
| -                      | -                       | -                       | -                        | -                        | -                        | -                        |
| \$ -                   | \$ -                    | \$ -                    | \$ -                     | \$ -                     | \$ -                     | \$ -                     |
| -                      | -                       | -                       | -                        | -                        | -                        | -                        |
| 87,830                 | 90,000                  | 92,496                  | 96,196                   | 100,044                  | 104,045                  | 108,207                  |
| -                      | 5,000                   | 5,000                   | -                        | -                        | -                        | -                        |
| \$ 2,133,938           | \$ 2,600,600            | \$ 2,106,705            | \$ 1,806,796             | \$ 1,885,644             | \$ 1,984,645             | \$ 2,071,307             |
| \$ 48,669              | \$ 30,000               | \$ 26,000               | \$ 30,000                | \$ 30,000                | \$ 30,000                | \$ 30,000                |
| -                      | 150,000                 | 150,000                 | 150,000                  | 150,000                  | 150,000                  | 150,000                  |
| 1,996                  | 4,000                   | 4,000                   | 4,500                    | 5,000                    | 5,000                    | 5,000                    |
| -                      | -                       | 10,437                  | -                        | -                        | -                        | -                        |
| -                      | 1,000                   | 1,000                   | 1,000                    | 1,000                    | 1,000                    | 1,000                    |
| 4,772                  | -                       | -                       | -                        | -                        | -                        | -                        |
| 8,888                  | 30,000                  | 30,000                  | 30,000                   | 30,000                   | 30,000                   | 30,000                   |
| 937                    | 1,000                   | 1,000                   | 1,000                    | 1,000                    | 1,000                    | 1,000                    |
| 9,898                  | 5,000                   | 5,000                   | 6,000                    | 6,000                    | 6,000                    | 6,000                    |



**City of Centennial  
Land Use Fund  
2008 - 2018 Summary of Expenses & Other Sources (Uses)**

|  | 2008<br>Actual      | 2009<br>Actual      | 2010<br>Actual      | 2011<br>Actual      |
|--|---------------------|---------------------|---------------------|---------------------|
| <b><u>Other Services &amp; Supplies: (Cont.)</u></b> |                     |                     |                     |                     |
| Office Supplies                                      | 6,979               | 2,469               | 10,397              | 11,784              |
| Software Supplies                                    | 55,096              | 9,128               | 28,441              | 32,386              |
| Publications and Subscriptions                       | 2,004               | 2,251               | 1,116               | 854                 |
| Dues and Memberships                                 | 1,983               | 3,802               | 2,535               | 3,213               |
| Meetings/Training/Travel                             | 18,748              | 17,662              | 13,079              | 18,528              |
| Vehicle Fuel & Maintenance Supplies                  | 2,098               | 2,975               | 2,463               | 2,639               |
| Depreciation - Equipment & Vehicles                  | 13,506              | 31,457              | 31,457              | 25,602              |
| Merchant Processing Fees                             | -                   | 26,153              | 33,567              | 48,644              |
| Office Rent  | -                   | -                   | 38,325              | 38,325              |
| Miscellaneous  | 5,233               | 4,862               | 1,880               | 5,507               |
| <b>Total Other Services &amp; Supplies</b>           | <b>\$ 259,980</b>   | <b>\$ 142,639</b>   | <b>\$ 192,644</b>   | <b>\$ 235,253</b>   |
| <b>TOTAL EXPENSES</b>                                | <b>\$ 3,468,937</b> | <b>\$ 3,157,146</b> | <b>\$ 2,991,828</b> | <b>\$ 2,957,524</b> |
| <b>REVENUES OVER (UNDER) EXPENSES</b>                | <b>\$ (314,208)</b> | <b>\$ (255,466)</b> | <b>\$ 408,848</b>   | <b>\$ (112,244)</b> |
| <b><u>OTHER SOURCES (USES)</u></b>                   |                     |                     |                     |                     |
| Transfers In - Gen. Fund Use Tax Allocation          | \$ 816,342          | \$ 500,491          | \$ 515,161          | \$ 419,329          |
| Transfers In (Out) - Gen. Fund Transfer              | (422,134)           | (325,025)           | (924,009)           | (307,085)           |
| <b>TOTAL OTHER SOURCES (USES)</b>                    | <b>\$ 394,208</b>   | <b>\$ 175,466</b>   | <b>\$ (408,848)</b> | <b>\$ 112,244</b>   |
| <b>NET CHANGE IN FUND BALANCE</b>                    | <b>\$ 80,000</b>    | <b>\$ (80,000)</b>  | <b>\$ -</b>         | <b>\$ -</b>         |
| <b>FUND BALANCE -<br/>BEGINNING OF YEAR</b>          | <b>\$ -</b>         | <b>\$ 80,000</b>    | <b>\$ -</b>         | <b>\$ -</b>         |
| <b>FUND BALANCE - END OF YEAR</b>                    | <b>\$ 80,000</b>    | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         |



**City of Centennial  
Land Use Fund  
2008 - 2018 Summary of Expenses & Other Sources (Uses)**

| <b>2012<br/>Actual</b> | <b>2013<br/>Revised</b> | <b>2014<br/>Adopted</b> | <b>2015<br/>Forecast</b> | <b>2016<br/>Forecast</b> | <b>2017<br/>Forecast</b> | <b>2018<br/>Forecast</b> |
|------------------------|-------------------------|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 12,838                 | 12,500                  | 12,500                  | 15,000                   | 16,000                   | 17,000                   | 18,000                   |
| 37,399                 | 34,400                  | 38,400                  | 38,000                   | 41,000                   | 44,000                   | 47,000                   |
| 256                    | 3,000                   | 3,000                   | 3,000                    | 3,000                    | 3,000                    | 3,000                    |
| 1,860                  | 2,000                   | 2,000                   | 2,000                    | 2,000                    | 2,000                    | 2,500                    |
| 18,541                 | 25,000                  | 25,000                  | 25,000                   | 25,000                   | 25,000                   | 27,000                   |
| 1,592                  | 1,500                   | 1,500                   | 1,500                    | 1,500                    | 1,500                    | 2,000                    |
| 23,653                 | -                       | -                       | -                        | -                        | -                        | -                        |
| 59,980                 | 40,000                  | 40,000                  | 45,000                   | 47,000                   | 50,000                   | 52,000                   |
| 38,325                 | 38,325                  | 38,325                  | 38,325                   | 38,325                   | 38,325                   | 38,325                   |
| 4,322                  | 5,000                   | 5,000                   | 5,000                    | 5,000                    | 5,000                    | 5,000                    |
| <b>\$ 273,926</b>      | <b>\$ 382,725</b>       | <b>\$ 393,162</b>       | <b>\$ 395,325</b>        | <b>\$ 401,825</b>        | <b>\$ 408,825</b>        | <b>\$ 417,825</b>        |
| <b>\$ 3,136,858</b>    | <b>\$ 3,399,785</b>     | <b>\$ 2,913,331</b>     | <b>\$ 2,646,560</b>      | <b>\$ 2,752,346</b>      | <b>\$ 2,879,997</b>      | <b>\$ 2,998,614</b>      |
| <b>\$ 72,662</b>       | <b>\$ 354,215</b>       | <b>\$ 218,669</b>       | <b>\$ 120,440</b>        | <b>\$ 114,654</b>        | <b>\$ 107,003</b>        | <b>\$ 113,386</b>        |
| <b>\$ 500,836</b>      | <b>\$ 510,841</b>       | <b>\$ 400,000</b>       | <b>\$ 325,000</b>        | <b>\$ 325,000</b>        | <b>\$ 325,000</b>        | <b>\$ 325,000</b>        |
| <b>(573,498)</b>       | <b>(865,056)</b>        | <b>(618,669)</b>        | <b>(445,440)</b>         | <b>(439,654)</b>         | <b>(432,003)</b>         | <b>(438,386)</b>         |
| <b>\$ (72,662)</b>     | <b>\$ (354,215)</b>     | <b>\$ (218,669)</b>     | <b>\$ (120,440)</b>      | <b>\$ (114,654)</b>      | <b>\$ (107,003)</b>      | <b>\$ (113,386)</b>      |
| <b>\$ -</b>            | <b>\$ -</b>             | <b>\$ -</b>             | <b>\$ -</b>              | <b>\$ -</b>              | <b>\$ -</b>              | <b>\$ -</b>              |
| <b>\$ -</b>            | <b>\$ -</b>             | <b>\$ -</b>             | <b>\$ -</b>              | <b>\$ -</b>              | <b>\$ -</b>              | <b>\$ -</b>              |
| <b>\$ -</b>            | <b>\$ -</b>             | <b>\$ -</b>             | <b>\$ -</b>              | <b>\$ -</b>              | <b>\$ -</b>              | <b>\$ -</b>              |





**City of Centennial  
Land Use Fund  
2008 - 2018 Reserves**

|                            | 2008<br>Actual   | 2009<br>Actual | 2010<br>Actual | 2011<br>Actual |
|----------------------------|------------------|----------------|----------------|----------------|
| <b>Restricted</b>          |                  |                |                |                |
| TABOR Reserve              | \$ -             | \$ 94,714      | \$ 89,755      | \$ 88,726      |
| <b>Unassigned</b>          | 80,000           | (94,714)       | (89,755)       | (88,726)       |
| <b>TOTAL FUND RESERVES</b> | <b>\$ 80,000</b> | <b>\$ -</b>    | <b>\$ -</b>    | <b>-</b>       |



**City of Centennial  
Land Use Fund  
2008 - 2018 Reserves**

| <b>2012<br/>Actual</b> | <b>2013<br/>Revised</b> | <b>2014<br/>Adopted</b> | <b>2015<br/>Forecast</b> | <b>2016<br/>Forecast</b> | <b>2017<br/>Forecast</b> | <b>2018<br/>Forecast</b> |
|------------------------|-------------------------|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| \$ 94,106<br>(94,106)  | \$ 101,994<br>(101,994) | \$ 87,400<br>(87,400)   | \$ 79,397<br>(79,397)    | \$ 82,570<br>(82,570)    | \$ 86,400<br>(86,400)    | \$ 89,958<br>(89,958)    |
| \$ -                   | \$ -                    | \$ -                    | \$ -                     | \$ -                     | \$ -                     | \$ -                     |



**City of Centennial  
Capital Improvement Fund  
2008 - 2018 Summary of Revenues & Expenditures**

|                           | 2008<br>Actual      | 2009<br>Actual      | 2010<br>Actual    | 2011<br>Actual      |
|---------------------------|---------------------|---------------------|-------------------|---------------------|
| <b>REVENUES</b>           |                     |                     |                   |                     |
| Pavement Restoration Fees | \$ -                | \$ 116,193          | \$ 52,294         | \$ 95,972           |
| Developer Contributions   | -                   | 250,000             | 30,500            | 45,000              |
| Other Contributions       | -                   | -                   | -                 | 279,548             |
| Miscellaneous             | -                   | 6,753               | 46,693            | 31,964              |
| Federal Grant Revenue     | 1,197,753           | 1,733,090           | 107,846           | 959,325             |
| <b>TOTAL REVENUES</b>     | <b>\$ 1,197,753</b> | <b>\$ 2,106,036</b> | <b>\$ 237,333</b> | <b>\$ 1,411,809</b> |

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

|   |      |          |            |            |
|---|------|----------|------------|------------|
| Transportation Master Plan                  | \$ - | \$ 2,271 | \$ 136,207 | \$ 114,949 |
| General Transportation Studies              | -    | -        | -          | -          |
| C-470 Coalition Support/Participation       | -    | -        | -          | -          |
| Environmental Assessment -<br>Arapahoe/I-25 | -    | -        | 116,666    | 12,985     |
| I-25/County Line Road Landscaping           | -    | -        | -          | -          |

**Bridge Services**

|                   |   |   |   |   |
|-------------------|---|---|---|---|
| Bridge Management | - | - | - | - |
|-------------------|---|---|---|---|

**Construction Services**

|                      |   |         |         |         |
|----------------------|---|---------|---------|---------|
| Geotechnical Testing | - | 9,967   | -       | -       |
| CIP Management       | - | 503,582 | 350,687 | 280,999 |

|  |             |                   |                   |                   |
|--|-------------|-------------------|-------------------|-------------------|
| <b>Total Other Services &amp; Supplies</b> | <b>\$ -</b> | <b>\$ 515,820</b> | <b>\$ 603,560</b> | <b>\$ 408,933</b> |
|--|-------------|-------------------|-------------------|-------------------|

**Capital Outlay:****Building**

|  |                   |             |                  |                   |
|--|-------------------|-------------|------------------|-------------------|
| Building                               | \$ -              | \$ -        | \$ -             | \$ -              |
| Building Maintenance &<br>Improvements | 981,576           | -           | 19,678           | 110,560           |
| Building Contingency                   | -                 | -           | -                | -                 |
| <b>Subtotal Building</b>               | <b>\$ 981,576</b> | <b>\$ -</b> | <b>\$ 19,678</b> | <b>\$ 110,560</b> |



**City of Centennial  
Capital Improvement Fund  
2008 - 2018 Summary of Revenues & Expenditures**

| 2012<br>Actual      | 2013<br>Revised     | 2014<br>Adopted   | 2015<br>Forecast  | 2016<br>Forecast | 2017<br>Forecast | 2018<br>Forecast |
|---------------------|---------------------|-------------------|-------------------|------------------|------------------|------------------|
| \$ 51,566           | \$ 31,817           | \$ 31,817         | \$ 32,772         | \$ 33,755        | \$ 34,767        | \$ 35,810        |
| -                   | -                   | -                 | -                 | -                | -                | -                |
| -                   | 403,218             | -                 | 187,500           | -                | -                | -                |
| 27,916              | -                   | -                 | -                 | -                | -                | -                |
| 1,555,829           | 1,604,032           | 891,800           | -                 | -                | -                | -                |
| <b>\$ 1,635,311</b> | <b>\$ 2,039,067</b> | <b>\$ 923,617</b> | <b>\$ 220,272</b> | <b>\$ 33,755</b> | <b>\$ 34,767</b> | <b>\$ 35,810</b> |

|                   |                   |                   |                   |                   |                   |                   |
|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| \$ 69,884         | \$ 9,689          | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              |
| -                 | 50,000            | 50,000            | 50,000            | 50,000            | 50,000            | 50,000            |
| 50,000            | 50,000            | -                 | -                 | -                 | -                 | -                 |
| 12,103            | -                 | -                 | -                 | -                 | -                 | -                 |
| -                 | -                 | 62,500            | -                 | -                 | -                 | -                 |
| -                 | -                 | -                 | -                 | 15,000            | -                 | -                 |
| -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| 159,945           | 275,000           | 275,000           | 275,000           | 275,000           | 275,000           | 275,000           |
| <b>\$ 291,932</b> | <b>\$ 384,689</b> | <b>\$ 387,500</b> | <b>\$ 325,000</b> | <b>\$ 340,000</b> | <b>\$ 325,000</b> | <b>\$ 325,000</b> |

|                     |                     |                   |                   |                   |                   |                   |
|---------------------|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| \$ 2,754,889        | \$ 2,790,112        | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              |
| 4,121               | 174,733             | 100,000           | 100,000           | 100,000           | 100,000           | 100,000           |
| -                   | 200,000             | 50,000            | 50,000            | 50,000            | 50,000            | 50,000            |
| <b>\$ 2,759,010</b> | <b>\$ 3,164,845</b> | <b>\$ 150,000</b> | <b>\$ 150,000</b> | <b>\$ 150,000</b> | <b>\$ 150,000</b> | <b>\$ 150,000</b> |



**City of Centennial  
Capital Improvement Fund  
2008 - 2018 Summary of Expenditures**

|   | 2008<br>Actual | 2009<br>Actual | 2010<br>Actual | 2011<br>Actual |
|---|----------------|----------------|----------------|----------------|
| <b><i>New Construction</i></b>                      |                |                |                |                |
| <u>Land Improvements</u>                            | \$ -           | \$ -           | \$ -           | \$ -           |
| <u>Streets &amp; Intersections</u>                  |                |                |                |                |
| Arapahoe Road Rehab (Colorado - Holly)              | \$ 692,914     | \$ 3,941,687   | \$ 23,527      | \$ 40,462      |
| Arapahoe University Intersection                    | 1,297,140      | 869,658        | 70,266         | 71,496         |
| TAGAWA Road   | 30,819         | -              | 92,072         | -              |
| Arapahoe Road Design (Waco - Himalaya)              | -              | -              | -              | -              |
| Peoria Reconstruction & Intersection Improvements   | -              | -              | -              | 61,371         |
| Chester @ County Line Road Right Turn Lane          | -              | -              | -              | 393,683        |
| Arapahoe Rd - Holly/Krameria                        | -              | -              | 79,414         | 25,772         |
| Arapahoe Rd - Guardrail and Shoulder Improvements   | -              | -              | -              | -              |
| Quebec & County Line Right Turn Lane                | -              | -              | -              | -              |
| Yosemite & County Line Right Turn Lane              | -              | -              | -              | -              |
| Intergovernmental Intersection Improvements         | -              | -              | -              | -              |
| County Line Road Study                              | -              | -              | -              | -              |
| County Line Road Improvements                       | -              | -              | -              | -              |
| Peakview & Dayton Intersection Improvements         | -              | -              | -              | -              |
| Arapahoe Road & I-25 Interchange Replacement Design | -              | -              | -              | -              |
| Arapahoe Road & I-25 Interchange Construction       | -              | -              | -              | -              |
| Smoky Hill & Himalaya Intersection Improvements     | -              | -              | -              | -              |
| Grant Match Funds/Other                             | -              | -              | -              | -              |
| Subtotal Streets & Intersections                    | \$ 2,020,873   | \$ 4,811,345   | \$ 265,279     | \$ 592,784     |





**City of Centennial  
Capital Improvement Fund  
2008 - 2018 Summary of Expenditures**

| <b>2012<br/>Actual</b> | <b>2013<br/>Revised</b> | <b>2014<br/>Adopted</b> | <b>2015<br/>Forecast</b> | <b>2016<br/>Forecast</b> | <b>2017<br/>Forecast</b> | <b>2018<br/>Forecast</b> |
|------------------------|-------------------------|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| \$ 387,397             | \$ 12,603               | \$ -                    | \$ -                     | \$ -                     | \$ -                     | \$ -                     |
| \$ 650                 | \$ -                    | \$ -                    | \$ -                     | \$ -                     | \$ -                     | \$ -                     |
| -                      | -                       | -                       | -                        | -                        | -                        | -                        |
| -                      | 302,109                 | -                       | -                        | -                        | -                        | -                        |
| 48,172                 | 4,013,602               | -                       | -                        | -                        | -                        | -                        |
| 1,112,636              | 65,755                  | -                       | -                        | -                        | -                        | -                        |
| -                      | -                       | -                       | -                        | -                        | -                        | -                        |
| 1,152,943              | 66,008                  | -                       | -                        | -                        | -                        | -                        |
| -                      | 54,812                  | -                       | -                        | -                        | -                        | -                        |
| -                      | -                       | -                       | 450,000                  | -                        | -                        | -                        |
| -                      | -                       | -                       | -                        | 300,000                  | -                        | -                        |
| -                      | 200,000                 | -                       | -                        | -                        | -                        | -                        |
| -                      | 50,000                  | -                       | -                        | -                        | -                        | -                        |
| -                      | 100,000                 | 100,000                 | -                        | -                        | -                        | -                        |
| -                      | -                       | 200,000                 | -                        | -                        | -                        | -                        |
| -                      | 300,000                 | -                       | -                        | -                        | -                        | -                        |
| -                      | -                       | 350,000                 | -                        | -                        | -                        | -                        |
| -                      | -                       | 897,000                 | -                        | -                        | -                        | -                        |
| -                      | 75,000                  | 75,000                  | 75,000                   | 75,000                   | 75,000                   | 75,000                   |
| \$ 2,314,401           | \$ 5,227,286            | \$ 1,622,000            | \$ 525,000               | \$ 375,000               | \$ 75,000                | \$ 75,000                |



**City of Centennial  
Capital Improvement Fund  
2008 - 2018 Summary of Expenditures**

|  | 2008<br>Actual | 2009<br>Actual | 2010<br>Actual | 2011<br>Actual |
|--|----------------|----------------|----------------|----------------|
| <u>Sidewalks</u>   |                |                |                |                |
| Yosemite Street - Xanthia to Bus Stop                    | \$ -           | \$ -           | \$ 38          | \$ -           |
| Arapahoe Road Sidewalk - Homestead to Holly              | -              | -              | 38             | -              |
| Easter Avenue Sidewalk - University to Race              | -              | -              | 37             | -              |
| Broadway Bridge Improvements - Highline Canal            | -              | -              | 10,929         | -              |
| Arapahoe Road Sidewalk - Euclid to Big Dry Creek Bridge  | -              | -              | 37             | -              |
| University Boulevard - Arapahoe Road to Dry Creek Infill | -              | -              | -              | -              |
| Infill Sidewalk Program                                  | -              | -              | -              | 193,346        |
| Subtotal Sidewalks                                       | \$ -           | \$ -           | \$ 11,079      | \$ 193,346     |
| <u>Drainage</u>  |                |                |                |                |
| Southfield Park Drainage                                 | \$ -           | \$ 250,000     | \$ -           | \$ -           |
| Subtotal Drainage  | \$ -           | \$ 250,000     | \$ -           | \$ -           |
| <u>Traffic Control &amp; Signals</u>                     |                |                |                |                |
| Neighborhood Traffic Management Survey & Design          | \$ -           | \$ 47,754      | \$ 4,845       | \$ 25,866      |
| Dove Valley Traffic Signals                              | -              | -              | -              | -              |
| Dry Creek/Eudora Traffic Signal                          | -              | -              | -              | -              |
| Picadilly/Riviera Signal                                 | -              | -              | -              | -              |
| Potomac/Fremont Signal                                   | -              | 40,815         | -              | -              |
| Reservoir/Flanders Signal                                | -              | 186,060        | -              | -              |
| Arapahoe/University Signal                               | -              | 5,232          | -              | -              |
| Smoky Hill/Kirk Signal                                   | -              | 4,844          | -              | -              |
| Peakview/Peoria Signal                                   | -              | 11,190         | -              | -              |
| LED Lights   | -              | -              | 99,219         | -              |
| Master Signals   | -              | -              | 8,628          | 214,677        |
| School Zone Flashers                                     | -              | -              | -              | 77,057         |
| Signal Communication Improvements                        | -              | -              | 13,400         | 98,513         |
| Weather Stations   | -              | -              | 2,125          | 15,413         |



**City of Centennial  
Capital Improvement Fund  
2008 - 2018 Summary of Expenditures**

| 2012<br>Actual | 2013<br>Revised | 2014<br>Adopted | 2015<br>Forecast | 2016<br>Forecast | 2017<br>Forecast | 2018<br>Forecast |
|----------------|-----------------|-----------------|------------------|------------------|------------------|------------------|
| \$ -           | \$ -            | \$ -            | \$ -             | \$ -             | \$ -             | \$ -             |
| -              | -               | -               | -                | -                | -                | -                |
| -              | -               | -               | -                | -                | -                | -                |
| -              | -               | -               | -                | -                | -                | -                |
| -              | -               | -               | -                | -                | -                | -                |
| -              | -               | 521,000         | -                | -                | -                | -                |
| 4,999          | 180,544         | 75,000          | 75,000           | 75,000           | 75,000           | 300,000          |
| \$ 4,999       | \$ 180,544      | \$ 596,000      | \$ 75,000        | \$ 75,000        | \$ 75,000        | \$ 300,000       |
| \$ -           | \$ -            | \$ -            | \$ -             | \$ -             | \$ -             | \$ -             |
| \$ -           | \$ -            | \$ -            | \$ -             | \$ -             | \$ -             | \$ -             |
| \$ 20,375      | \$ 86,349       | \$ 50,000       | \$ 50,000        | \$ 50,000        | \$ 50,000        | \$ 50,000        |
| -              | 7,500           | -               | -                | -                | -                | -                |
| -              | 39,200          | -               | -                | -                | -                | -                |
| -              | -               | -               | -                | -                | -                | -                |
| -              | -               | -               | -                | -                | -                | -                |
| -              | -               | -               | -                | -                | -                | -                |
| -              | -               | -               | -                | -                | -                | -                |
| -              | -               | -               | -                | -                | -                | -                |
| -              | -               | -               | -                | -                | -                | -                |
| 253,222        | 4,663           | -               | -                | -                | -                | -                |
| 36,825         | -               | -               | -                | -                | -                | -                |
| 145,425        | 1,322,897       | 140,000         | 40,000           | 40,000           | 40,000           | 40,000           |
| 122,561        | 8,720           | -               | -                | -                | -                | -                |



**City of Centennial  
Capital Improvement Fund  
2008 - 2018 Summary of Expenditures**

|  | 2008<br>Actual        | 2009<br>Actual        | 2010<br>Actual        | 2011<br>Actual        |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| <u>Traffic Control &amp; Signals Cont.</u>             |                       |                       |                       |                       |
| School Zone Upgrades                                   | -                     | -                     | 23,760                | 13,031                |
| Potomac/Briarwood Signal                               | -                     | -                     | -                     | -                     |
| E. Briarwood Ave & S. Peoria                           | -                     | -                     | -                     | -                     |
| Holly Street & Foxridge Plaza Access<br>or Holly/Otero | -                     | -                     | -                     | -                     |
| Hazard Elimination Projects                            | -                     | -                     | -                     | -                     |
| Other Signals  | 3,934                 | -                     | -                     | -                     |
| Subtotal Traffic Signals & Control                     | \$ 3,934              | \$ 295,895            | \$ 151,977            | \$ 444,557            |
| <u>Major Bridges</u>                                   |                       |                       |                       |                       |
| Orchard Road & E. of Clarkson Street<br>Bridge         | \$ -                  | \$ -                  | \$ -                  | \$ -                  |
| Subtotal Major Bridges                                 | \$ -                  | \$ -                  | \$ -                  | \$ -                  |
| Major Capital Project Reserve                          | \$ -                  | \$ -                  | \$ -                  | \$ -                  |
| <b><u>Rehabilitation</u></b>                           |                       |                       |                       |                       |
| Concrete Replacement Program                           | \$ -                  | \$ 166,378            | \$ 418,312            | \$ -                  |
| Street Rehabilitation Program                          | -                     | 2,008,338             | 2,755,094             | 3,408,320             |
| Street Surface Treatment                               | -                     | -                     | 720,275               | 518,759               |
| Vista Verde Neighborhood<br>Improvements               | -                     | -                     | -                     | 401,568               |
| Major Structures                                       | -                     | -                     | -                     | 31,684                |
| Minor Structures                                       | -                     | 8,869                 | -                     | -                     |
| Traffic System Upgrades                                | -                     | -                     | 40,553                | 33,184                |
| Subtotal Rehabilitation                                | \$ -                  | \$ 2,183,585          | \$ 3,934,234          | \$ 4,393,515          |
| <b>Total Capital Outlay</b>                            | <b>\$ 3,006,383</b>   | <b>\$ 7,540,825</b>   | <b>\$ 4,382,247</b>   | <b>\$ 5,734,762</b>   |
| <b>TOTAL EXPENDITURES</b>                              | <b>\$ 3,006,383</b>   | <b>\$ 8,056,645</b>   | <b>\$ 4,985,807</b>   | <b>\$ 6,143,695</b>   |
| <b>REVENUE OVER (UNDER)<br/>EXPENDITURES</b>           | <b>\$ (1,808,630)</b> | <b>\$ (5,950,609)</b> | <b>\$ (4,748,474)</b> | <b>\$ (4,731,886)</b> |



**City of Centennial  
Capital Improvement Fund  
2008 - 2018 Summary of Expenditures**

| <b>2012<br/>Actual</b> | <b>2013<br/>Revised</b> | <b>2014<br/>Adopted</b> | <b>2015<br/>Forecast</b> | <b>2016<br/>Forecast</b> | <b>2017<br/>Forecast</b> | <b>2018<br/>Forecast</b> |
|------------------------|-------------------------|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 17,682                 | 1,244                   | -                       | -                        | -                        | -                        | -                        |
| -                      | 303,000                 | -                       | -                        | -                        | -                        | -                        |
| -                      | -                       | -                       | 250,000                  | -                        | -                        | -                        |
| -                      | -                       | -                       | -                        | 245,000                  | -                        | -                        |
| -                      | 176,882                 | -                       | -                        | -                        | -                        | -                        |
| -                      | -                       | -                       | -                        | -                        | 300,000                  | 300,000                  |
| <b>\$ 596,090</b>      | <b>\$ 1,950,455</b>     | <b>\$ 190,000</b>       | <b>\$ 340,000</b>        | <b>\$ 335,000</b>        | <b>\$ 390,000</b>        | <b>\$ 390,000</b>        |
| <b>\$ -</b>            | <b>\$ -</b>             | <b>\$ -</b>             | <b>\$ -</b>              | <b>\$ 125,000</b>        | <b>\$ 500,000</b>        | <b>\$ -</b>              |
| <b>\$ -</b>            | <b>\$ -</b>             | <b>\$ -</b>             | <b>\$ -</b>              | <b>\$ 125,000</b>        | <b>\$ 500,000</b>        | <b>\$ -</b>              |
| <b>\$ -</b>            | <b>\$ 639,440</b>       | <b>\$ 300,000</b>       | <b>\$ 300,000</b>        | <b>\$ 300,000</b>        | <b>\$ 300,000</b>        | <b>\$ 300,000</b>        |
| <b>\$ -</b>            | <b>\$ -</b>             | <b>\$ -</b>             | <b>\$ -</b>              | <b>\$ -</b>              | <b>\$ -</b>              | <b>\$ -</b>              |
| <b>5,525,827</b>       | <b>6,600,000</b>        | <b>6,600,000</b>        | <b>6,600,000</b>         | <b>6,600,000</b>         | <b>6,600,000</b>         | <b>6,600,000</b>         |
| -                      | -                       | -                       | -                        | -                        | -                        | -                        |
| 167,720                | 223,214                 | -                       | -                        | -                        | -                        | -                        |
| -                      | 50,000                  | 100,000                 | 100,000                  | 100,000                  | 100,000                  | 400,000                  |
| -                      | -                       | 50,000                  | 50,000                   | -                        | -                        | -                        |
| -                      | -                       | -                       | 100,000                  | 100,000                  | 100,000                  | 100,000                  |
| <b>\$ 5,693,547</b>    | <b>\$ 6,873,214</b>     | <b>\$ 6,750,000</b>     | <b>\$ 6,850,000</b>      | <b>\$ 6,800,000</b>      | <b>\$ 6,800,000</b>      | <b>\$ 7,100,000</b>      |
| <b>\$ 11,755,444</b>   | <b>\$ 18,048,387</b>    | <b>\$ 9,608,000</b>     | <b>\$ 8,240,000</b>      | <b>\$ 8,160,000</b>      | <b>\$ 8,290,000</b>      | <b>\$ 8,315,000</b>      |
| <b>\$ 12,047,376</b>   | <b>\$ 18,433,076</b>    | <b>\$ 9,995,500</b>     | <b>\$ 8,565,000</b>      | <b>\$ 8,500,000</b>      | <b>\$ 8,615,000</b>      | <b>\$ 8,640,000</b>      |

**\$ (10,412,065) \$ (16,394,009) \$ (9,071,883) \$ (8,344,728) \$ (8,466,245) \$ (8,580,233) \$ (8,604,190)**





**City of Centennial  
Capital Improvement Fund  
2008 - 2018 Summary of Other Sources**

|   | 2008<br>Actual      | 2009<br>Actual        | 2010<br>Actual      | 2011<br>Actual      |
|---|---------------------|-----------------------|---------------------|---------------------|
| <b>OTHER FINANCING SOURCES</b>              |                     |                       |                     |                     |
| Transfers In                                | \$ 900,000          | \$ 2,483,847          | \$ 5,882,430        | \$ 4,686,487        |
| <b>TOTAL OTHER FINANCING SOURCES</b>        | <b>\$ 900,000</b>   | <b>\$ 2,483,847</b>   | <b>\$ 5,882,430</b> | <b>\$ 4,686,487</b> |
| <b>NET CHANGE IN FUND BALANCE</b>           | <b>\$ (908,630)</b> | <b>\$ (3,466,762)</b> | <b>\$ 1,133,956</b> | <b>\$ (45,399)</b>  |
| <b>FUND BALANCE -<br/>BEGINNING OF YEAR</b> | <b>\$ 6,209,146</b> | <b>\$ 5,300,516</b>   | <b>\$ 1,833,754</b> | <b>\$ 2,967,710</b> |
| <b>FUND BALANCE - END OF YEAR</b>           | <b>\$ 5,300,516</b> | <b>\$ 1,833,754</b>   | <b>\$ 2,967,710</b> | <b>\$ 2,922,311</b> |

**City of Centennial  
Capital Improvement Fund  
2008 - 2018 Reserves**

|                            | 2008<br>Actual      | 2009<br>Actual      | 2010<br>Actual      | 2011<br>Actual      |
|----------------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Restricted</b>          |                     |                     |                     |                     |
| TABOR Emergency Reserves   | \$ -                | \$ 189,707          | \$ 146,339          | \$ 155,531          |
| <b>Assigned</b>            |                     |                     |                     |                     |
| City Infrastructure        | 5,300,516           | 1,644,047           | 2,821,371           | 2,766,780           |
| <b>Unassigned</b>          |                     |                     |                     |                     |
|                            | -                   | -                   | -                   | -                   |
| <b>TOTAL FUND RESERVES</b> | <b>\$ 5,300,516</b> | <b>\$ 1,833,754</b> | <b>\$ 2,967,710</b> | <b>\$ 2,922,311</b> |



**City of Centennial  
Capital Improvement Fund  
2008 - 2018 Summary of Other Sources**

| <b>2012<br/>Actual</b> | <b>2013<br/>Revised</b> | <b>2014<br/>Adopted</b> | <b>2015<br/>Forecast</b> | <b>2016<br/>Forecast</b> | <b>2017<br/>Forecast</b> | <b>2018<br/>Forecast</b> |
|------------------------|-------------------------|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| \$ 14,931,665          | \$ 9,782,000            | \$ 9,071,883            | \$ 8,344,728             | \$ 8,466,245             | \$ 8,580,233             | \$ 8,604,190             |
| <b>\$ 14,931,665</b>   | <b>\$ 9,782,000</b>     | <b>\$ 9,071,883</b>     | <b>\$ 8,344,728</b>      | <b>\$ 8,466,245</b>      | <b>\$ 8,580,233</b>      | <b>\$ 8,604,190</b>      |
| \$ 4,519,600           | \$ (6,612,009)          | \$ -                    | \$ -                     | \$ -                     | \$ -                     | \$ -                     |
| \$ 2,922,311           | \$ 7,441,911            | \$ 829,902              | \$ 829,902               | \$ 829,902               | \$ 829,902               | \$ 829,902               |
| <b>\$ 7,441,911</b>    | <b>\$ 829,902</b>       | <b>\$ 829,902</b>       | <b>\$ 829,902</b>        | <b>\$ 829,902</b>        | <b>\$ 829,902</b>        | <b>\$ 829,902</b>        |

**City of Centennial  
Capital Improvement Fund  
2008 - 2018 Reserves**

| <b>2012<br/>Actual</b> | <b>2013<br/>Revised</b> | <b>2014<br/>Adopted</b> | <b>2015<br/>Forecast</b> | <b>2016<br/>Forecast</b> | <b>2017<br/>Forecast</b> | <b>2018<br/>Forecast</b> |
|------------------------|-------------------------|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| \$ 314,746             | \$ 504,871              | \$ 273,111              | \$ 256,950               | \$ 255,000               | \$ 258,450               | \$ 259,200               |
| 7,127,165              | 325,031                 | 556,791                 | 572,952                  | 574,902                  | 571,452                  | 570,702                  |
| -                      | -                       | -                       | -                        | -                        | -                        | -                        |
| <b>\$ 7,441,911</b>    | <b>\$ 829,902</b>       | <b>\$ 829,902</b>       | <b>\$ 829,902</b>        | <b>\$ 829,902</b>        | <b>\$ 829,902</b>        | <b>\$ 829,902</b>        |



**City of Centennial  
Open Space Fund  
2008 - 2018 Summary of Revenues & Expenditures**

|                             | 2008<br>Actual      | 2009<br>Actual      | 2010<br>Actual      | 2011<br>Actual      |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|
| <b>REVENUES</b>             |                     |                     |                     |                     |
| County Open Space Sales Tax | \$ 2,183,863        | \$ 1,987,585        | \$ 1,814,799        | \$ 1,867,604        |
| Grant Revenue               | -                   | -                   | -                   | 950,600             |
| Investment Income           | 155,878             | 29,966              | 17,774              | 5,953               |
| Miscellaneous               | -                   | -                   | -                   | -                   |
| <b>TOTAL REVENUES</b>       | <b>\$ 2,339,741</b> | <b>\$ 2,017,551</b> | <b>\$ 1,832,573</b> | <b>\$ 2,824,157</b> |

**EXPENDITURES****Personnel Services:**

|                                 |             |             |             |             |
|---------------------------------|-------------|-------------|-------------|-------------|
| Project Support                 | \$ -        | \$ -        | \$ -        | \$ -        |
| <b>Total Personnel Services</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> |

**Other Services & Supplies:**

|  |             |             |                  |                  |
|--|-------------|-------------|------------------|------------------|
| Parker Jordan Open Space Maintenance       | \$ -        | \$ -        | \$ 50,000        | \$ 50,000        |
| APRD Maintenance                           | -           | -           | -                | -                |
| Other Park, Trail & Open Space Maintenance | -           | -           | -                | -                |
| Bank/Merchant Processing                   | -           | -           | -                | 15               |
| <b>Total Other Services &amp; Supplies</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 50,000</b> | <b>\$ 50,015</b> |

**Capital Outlay:**

|  |              |         |              |              |
|--|--------------|---------|--------------|--------------|
| Land Acquisition                         | \$ 2,635,380 | \$ -    | \$ 1,656,517 | \$ 2,953,405 |
| Land Improvements                        | -            | -       | -            | -            |
| TAGAWA Road                              | -            | -       | 168,603      | -            |
| Centennial Center Park                   | -            | 78,751  | 327,573      | 1,841,081    |
| City-wide Neighborhood Park Improvements | -            | -       | -            | -            |
| deKeovend Park Improvements              | -            | -       | -            | -            |
| Regional Park Contribution               | -            | -       | -            | -            |
| Potomac Park/Open Space                  | -            | -       | -            | -            |
| Arapahoe Park Improvements               | -            | -       | -            | -            |
| Otero Park Improvements                  | -            | -       | -            | 174,868      |
| Franklin Pool Spray Park                 | -            | 297,703 | -            | -            |
| Piney Creek Hollow Park - Sports Field   | -            | -       | 150,000      | -            |
| APRD Tree Planting and Preservation      | -            | -       | 7,590        | -            |
| APRD Projects                            | -            | -       | -            | -            |
| SSPRD Neighborhood Park Improvements     | -            | -       | -            | 42,909       |
| City-wide Bike Lanes                     | -            | -       | 16,414       | 210,212      |



**City of Centennial  
Open Space Fund  
2008 - 2018 Summary of Revenues & Expenditures**

| 2012<br>Actual      | 2013<br>Revised     | 2014<br>Adopted     | 2015<br>Forecast    | 2016<br>Forecast    | 2017<br>Forecast    | 2018<br>Forecast    |
|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| \$ 1,842,000        | \$ 2,092,161        | \$ 1,900,000        | \$ 1,900,000        | \$ 1,900,000        | \$ 1,900,000        | \$ 1,900,000        |
| 496,100             | 1,014,402           | -                   | -                   | -                   | -                   | -                   |
| 9,436               | 7,000               | 7,515               | 7,515               | 7,515               | 7,515               | 7,515               |
| 20,103              | -                   | -                   | -                   | -                   | -                   | -                   |
| <b>\$ 2,367,639</b> | <b>\$ 3,113,563</b> | <b>\$ 1,907,515</b> | <b>\$ 1,907,515</b> | <b>\$ 1,907,515</b> | <b>\$ 1,907,515</b> | <b>\$ 1,907,515</b> |

|               |                  |                  |                  |                  |                  |                  |
|---------------|------------------|------------------|------------------|------------------|------------------|------------------|
| \$ 962        | \$ 80,000        | \$ 80,000        | \$ 80,000        | \$ 80,000        | \$ 80,000        | \$ 80,000        |
| <b>\$ 962</b> | <b>\$ 80,000</b> | <b>\$ 80,000</b> | <b>\$ 80,000</b> | <b>\$ 80,000</b> | <b>\$ 80,000</b> | <b>\$ 80,000</b> |

|                  |                   |                  |                  |                   |                   |                   |
|------------------|-------------------|------------------|------------------|-------------------|-------------------|-------------------|
| \$ 45,785        | \$ 50,000         | \$ 50,000        | \$ 75,000        | \$ 75,000         | \$ 75,000         | \$ 75,000         |
| -                | 10,000            | 10,000           | 10,000           | 10,000            | 10,000            | 10,000            |
| 1,483            | 498,517           | -                | -                | 150,000           | 150,000           | 150,000           |
| -                | -                 | -                | -                | -                 | -                 | -                 |
| <b>\$ 47,268</b> | <b>\$ 558,517</b> | <b>\$ 60,000</b> | <b>\$ 85,000</b> | <b>\$ 235,000</b> | <b>\$ 235,000</b> | <b>\$ 235,000</b> |

|         |           |         |         |         |         |         |
|---------|-----------|---------|---------|---------|---------|---------|
| \$ -    | \$ -      | \$ -    | \$ -    | \$ -    | \$ -    | \$ -    |
| -       | 640,000   | 200,000 | -       | -       | -       | -       |
| -       | -         | -       | -       | -       | -       | -       |
| 125,833 | 176,050   | 100,000 | -       | -       | -       | -       |
| -       | 500,000   | 400,000 | 400,000 | 150,000 | 150,000 | 150,000 |
| 175,000 | -         | -       | -       | -       | -       | -       |
| -       | 750,000   | 200,000 | -       | 150,000 | 150,000 | 150,000 |
| 42,780  | 60,720    | -       | 500,000 | 500,000 | 500,000 | 500,000 |
| 62,833  | -         | -       | -       | -       | -       | -       |
| -       | 1,632     | -       | -       | -       | -       | -       |
| -       | -         | -       | -       | -       | -       | -       |
| -       | -         | -       | -       | -       | -       | -       |
| -       | -         | -       | -       | -       | -       | -       |
| -       | 725,000   | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 |
| 232,808 | 1,012,949 | 500,000 | 500,000 | 450,000 | 450,000 | 450,000 |
| -       | -         | -       | -       | -       | -       | -       |



**City of Centennial  
Open Space Fund  
2008 - 2018 Summary of Expenditures & Other Uses**

|   | 2008<br>Actual      | 2009<br>Actual      | 2010<br>Actual      | 2011<br>Actual        |
|---|---------------------|---------------------|---------------------|-----------------------|
| Caley Avenue Bike Lane                                    | -                   | 2,598               | -                   | -                     |
| Piney Creek Trail Bridge Replacement                      | -                   | -                   | 40,400              | -                     |
| Lone Tree Creek Trail                                     | -                   | -                   | -                   | 29,002                |
| Piney Creek Trail   | -                   | -                   | -                   | -                     |
| Piney Creek Trail Signage                                 | -                   | -                   | 9,960               | -                     |
| Cherry Creek Trail  | -                   | -                   | -                   | -                     |
| Centennial Link Trail                                     | -                   | 96,444              | 105,646             | 787,878               |
| Parker Jordan Centennial Open Space<br>Trail Improvements | -                   | -                   | 192,505             | 236,342               |
| City-wide Trail Signage                                   | -                   | -                   | -                   | -                     |
| Broncos Parkway Trailhead                                 | -                   | -                   | 8,500               | -                     |
| Neighborhood Trail Connections                            | -                   | -                   | -                   | 4,910                 |
| Miscellaneous   | -                   | 16,583              | -                   | -                     |
| Other Capital Outlay                                      | 20,484              | -                   | -                   | -                     |
| <b>Subtotal Capital Outlay</b>                            | <b>\$ 2,655,864</b> | <b>\$ 492,079</b>   | <b>\$ 2,683,708</b> | <b>\$ 6,280,607</b>   |
| <b>TOTAL EXPENDITURES</b>                                 | <b>\$ 2,655,864</b> | <b>\$ 492,079</b>   | <b>\$ 2,733,708</b> | <b>\$ 6,330,622</b>   |
| <b>REVENUE OVER (UNDER) EXPENDITURES</b>                  | <b>\$ (316,123)</b> | <b>\$ 1,525,472</b> | <b>\$ (901,135)</b> | <b>\$ (3,506,465)</b> |
| <b>OTHER FINANCING USES</b>                               |                     |                     |                     |                       |
| Use of Prior Year Fund Balance                            | \$ -                | \$ -                | \$ -                | \$ -                  |
| <b>TOTAL OTHER<br/>FINANCING USES</b>                     | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>           |
| <b>NET CHANGE IN FUND<br/>BALANCE</b>                     | <b>\$ (316,123)</b> | <b>\$ 1,525,472</b> | <b>\$ (901,135)</b> | <b>\$ (3,506,465)</b> |
| <b>FUND BALANCE -<br/>BEGINNING OF YEAR</b>               | <b>\$ 6,692,651</b> | <b>\$ 6,376,528</b> | <b>\$ 7,902,000</b> | <b>\$ 7,000,865</b>   |
| <b>FUND BALANCE/NET ASSETS -<br/>END OF YEAR</b>          | <b>\$ 6,376,528</b> | <b>\$ 7,902,000</b> | <b>\$ 7,000,865</b> | <b>\$ 3,494,400</b>   |





**City of Centennial  
Open Space Fund  
2008 - 2018 Summary of Expenditures & Other Uses**

| 2012<br>Actual      | 2013<br>Revised       | 2014<br>Adopted     | 2015<br>Forecast    | 2016<br>Forecast    | 2017<br>Forecast    | 2018<br>Forecast    |
|---------------------|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| -                   | -                     | -                   | -                   | -                   | -                   | -                   |
| -                   | 109,600               | -                   | -                   | -                   | -                   | -                   |
| -                   | 370,998               | 200,000             | -                   | -                   | -                   | -                   |
| 215,996             | 34,004                | -                   | -                   | -                   | -                   | -                   |
| 60,056              | 33,984                | -                   | -                   | -                   | -                   | -                   |
| -                   | 300,000               | -                   | -                   | -                   | -                   | -                   |
| 238,281             | 1,070,701             | -                   | -                   | -                   | -                   | -                   |
| -                   | 260,555               | -                   | -                   | -                   | -                   | -                   |
| -                   | 115,000               | -                   | -                   | -                   | -                   | -                   |
| -                   | -                     | -                   | -                   | -                   | -                   | -                   |
| -                   | 760,090               | -                   | 150,000             | 150,000             | 150,000             | 150,000             |
| -                   | -                     | -                   | -                   | -                   | -                   | -                   |
| -                   | -                     | -                   | -                   | -                   | -                   | -                   |
| <b>\$ 1,153,587</b> | <b>\$ 6,921,283</b>   | <b>\$ 1,750,000</b> | <b>\$ 1,700,000</b> | <b>\$ 1,550,000</b> | <b>\$ 1,550,000</b> | <b>\$ 1,550,000</b> |
| <b>\$ 1,201,817</b> | <b>\$ 7,559,800</b>   | <b>\$ 1,890,000</b> | <b>\$ 1,865,000</b> | <b>\$ 1,865,000</b> | <b>\$ 1,865,000</b> | <b>\$ 1,865,000</b> |
| <b>\$ 1,165,822</b> | <b>\$ (4,446,237)</b> | <b>\$ 17,515</b>    | <b>\$ 42,515</b>    | <b>\$ 42,515</b>    | <b>\$ 42,515</b>    | <b>\$ 42,515</b>    |
| \$ -                | \$ (213,985)          | \$ (17,515)         | \$ (42,515)         | \$ (42,515)         | \$ (42,515)         | \$ (42,515)         |
| <b>\$ -</b>         | <b>\$ (213,985)</b>   | <b>\$ (17,515)</b>  | <b>\$ (42,515)</b>  | <b>\$ (42,515)</b>  | <b>\$ (42,515)</b>  | <b>\$ (42,515)</b>  |
| <b>\$ 1,165,822</b> | <b>\$ (4,660,222)</b> | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         |
| <b>\$ 3,494,400</b> | <b>\$ 4,660,222</b>   | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         |
| <b>\$ 4,660,222</b> | <b>\$ -</b>           | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         |



**City of Centennial  
Open Space Fund  
2008 - 2018 Reserves**

|                            | 2008<br>Actual      | 2009<br>Actual      | 2010<br>Actual      | 2011<br>Actual      |
|----------------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Nonspendable</b>        |                     |                     |                     |                     |
| Deposits                   | \$ -                | \$ -                | \$ 10,000           | \$ 10,000           |
| <b>Restricted</b>          |                     |                     |                     |                     |
| TABOR Emergency Reserves   | -                   | 60,527              | 54,977              | 54,977              |
| Parks and Open Space       | 6,376,528           | 7,841,473           | 6,935,888           | 3,429,423           |
| <b>Unassigned</b>          | -                   | -                   | -                   | -                   |
| <b>TOTAL FUND RESERVES</b> | <b>\$ 6,376,528</b> | <b>\$ 7,902,000</b> | <b>\$ 7,000,865</b> | <b>\$ 3,494,400</b> |



**City of Centennial  
Open Space Fund  
2008 - 2018 Reserves**

| <b>2012<br/>Actual</b> | <b>2013<br/>Revised</b> | <b>2014<br/>Adopted</b> | <b>2015<br/>Forecast</b> | <b>2016<br/>Forecast</b> | <b>2017<br/>Forecast</b> | <b>2018<br/>Forecast</b> |
|------------------------|-------------------------|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| \$ -                   | \$ -                    | \$ -                    | \$ -                     | \$ -                     | \$ -                     | \$ -                     |
| 71,029                 | 86,987                  | 56,700                  | 55,950                   | 55,950                   | 55,950                   | 55,950                   |
| 4,589,193              | -                       | -                       | -                        | -                        | -                        | -                        |
| -                      | (86,987)                | (56,700)                | (55,950)                 | (55,950)                 | (55,950)                 | (55,950)                 |
| <b>\$ 4,660,222</b>    | <b>\$ -</b>             | <b>\$ -</b>             | <b>\$ -</b>              | <b>\$ -</b>              | <b>\$ -</b>              | <b>\$ -</b>              |



**City of Centennial  
Conservation Trust Fund  
2008 - 2018 Summary of Revenues, Expenditures & Other Uses**

|  | 2008<br>Actual      | 2009<br>Actual      | 2010<br>Actual      | 2011<br>Actual        |
|--|---------------------|---------------------|---------------------|-----------------------|
| <b>REVENUES</b>                              |                     |                     |                     |                       |
| Lottery Proceeds                             | \$ 531,337          | \$ 493,027          | \$ 462,556          | \$ 476,911            |
| Investment Income                            | 81,982              | 15,761              | 8,779               | 3,974                 |
| <b>TOTAL REVENUES</b>                        | <b>\$ 613,319</b>   | <b>\$ 508,788</b>   | <b>\$ 471,335</b>   | <b>\$ 480,885</b>     |
| <b>EXPENDITURES</b>                          |                     |                     |                     |                       |
| <b><u>Other Services &amp; Supplies:</u></b> |                     |                     |                     |                       |
| Professional Services                        | \$ -                | \$ 170,917          | \$ -                | \$ -                  |
| Park Maintenance                             | -                   | -                   | -                   | 13,134                |
| <b>Subtotal - Other Serv. &amp; Supp.</b>    | <b>\$ -</b>         | <b>\$ 170,917</b>   | <b>\$ -</b>         | <b>\$ 13,134</b>      |
| <b><u>Capital Outlay:</u></b>                |                     |                     |                     |                       |
| Centennial Center Park                       | \$ -                | \$ -                | \$ -                | \$ 3,389,276          |
| Potomac Site Improvements                    | -                   | -                   | -                   | -                     |
| City-wide Regional Park & Open Space Reserve | -                   | -                   | -                   | -                     |
| Multi-use Trails                             | -                   | -                   | -                   | -                     |
| Natural Area Restoration                     | -                   | -                   | -                   | -                     |
| Other Capital Outlay                         | 64,300              | -                   | 129,083             | -                     |
| <b>Subtotal - Capital Outlay</b>             | <b>\$ 64,300</b>    | <b>\$ -</b>         | <b>\$ 129,083</b>   | <b>\$ 3,389,276</b>   |
| <b>TOTAL EXPENDITURES</b>                    | <b>\$ 64,300</b>    | <b>\$ 170,917</b>   | <b>\$ 129,083</b>   | <b>\$ 3,402,410</b>   |
| <b>REVENUE OVER (UNDER)<br/>EXPENDITURES</b> | <b>\$ 549,019</b>   | <b>\$ 337,871</b>   | <b>\$ 342,252</b>   | <b>\$ (2,921,525)</b> |
| <b><u>OTHER FINANCING USES</u></b>           |                     |                     |                     |                       |
| Use of Prior Year Fund Balance               | \$ -                | \$ -                | \$ -                | \$ -                  |
| <b>TOTAL OTHER FINANCING USES</b>            | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>           |
| <b>NET CHANGE IN FUND BALANCE</b>            | <b>\$ 549,019</b>   | <b>\$ 337,871</b>   | <b>\$ 342,252</b>   | <b>\$ (2,921,525)</b> |
| <b>FUND BALANCE -<br/>BEGINNING OF YEAR</b>  | <b>\$ 2,991,207</b> | <b>\$ 3,540,226</b> | <b>\$ 3,878,097</b> | <b>\$ 4,220,349</b>   |
| <b>FUND BALANCE - END OF YEAR</b>            | <b>\$ 3,540,226</b> | <b>\$ 3,878,097</b> | <b>\$ 4,220,349</b> | <b>\$ 1,298,824</b>   |



**City of Centennial  
Conservation Trust Fund  
2008 - 2018 Summary of Revenues, Expenditures & Other Uses**

| 2012<br>Actual      | 2013<br>Revised     | 2014<br>Adopted    | 2015<br>Forecast   | 2016<br>Forecast    | 2017<br>Forecast   | 2018<br>Forecast   |
|---------------------|---------------------|--------------------|--------------------|---------------------|--------------------|--------------------|
| \$ 540,758          | \$ 567,362          | \$ 567,362         | \$ 567,362         | \$ 567,362          | \$ 567,362         | \$ 567,362         |
| 3,168               | 2,900               | 3,000              | 3,000              | 3,000               | 3,000              | 3,000              |
| <b>\$ 543,926</b>   | <b>\$ 570,262</b>   | <b>\$ 570,362</b>  | <b>\$ 570,362</b>  | <b>\$ 570,362</b>   | <b>\$ 570,362</b>  | <b>\$ 570,362</b>  |
| \$ -                | \$ -                | \$ -               | \$ -               | \$ -                | \$ -               | \$ -               |
| 128,372             | 135,500             | 152,500            | 155,000            | 170,000             | 180,000            | 190,000            |
| <b>\$ 128,372</b>   | <b>\$ 135,500</b>   | <b>\$ 152,500</b>  | <b>\$ 155,000</b>  | <b>\$ 170,000</b>   | <b>\$ 180,000</b>  | <b>\$ 190,000</b>  |
| \$ 60,551           | \$ 550,173          | \$ -               | \$ -               | \$ -                | \$ -               | \$ -               |
| -                   | 750,000             | 300,000            | 250,000            | -                   | -                  | -                  |
| -                   | 500,000             | -                  | -                  | -                   | -                  | -                  |
| -                   | -                   | 100,000            | 90,000             | 300,000             | 300,000            | 300,000            |
| 23,180              | 101,820             | -                  | -                  | -                   | -                  | -                  |
| -                   | -                   | -                  | -                  | -                   | -                  | -                  |
| <b>\$ 83,731</b>    | <b>\$ 1,901,993</b> | <b>\$ 400,000</b>  | <b>\$ 340,000</b>  | <b>\$ 300,000</b>   | <b>\$ 300,000</b>  | <b>\$ 300,000</b>  |
| <b>\$ 212,103</b>   | <b>\$ 2,037,493</b> | <b>\$ 552,500</b>  | <b>\$ 495,000</b>  | <b>\$ 470,000</b>   | <b>\$ 480,000</b>  | <b>\$ 490,000</b>  |
| \$ 331,823          | \$ (1,467,231)      | \$ 17,862          | \$ 75,362          | \$ 100,362          | \$ 90,362          | \$ 80,362          |
| \$ -                | \$ (163,416)        | \$ (17,862)        | \$ (75,362)        | \$ (100,362)        | \$ (90,362)        | \$ (80,362)        |
| <b>\$ -</b>         | <b>\$ (163,416)</b> | <b>\$ (17,862)</b> | <b>\$ (75,362)</b> | <b>\$ (100,362)</b> | <b>\$ (90,362)</b> | <b>\$ (80,362)</b> |
| \$ 331,823          | \$ (1,630,647)      | \$ -               | \$ -               | \$ -                | \$ -               | \$ -               |
| \$ 1,298,824        | \$ 1,630,647        | \$ -               | \$ -               | \$ -                | \$ -               | \$ -               |
| <b>\$ 1,630,647</b> | <b>\$ -</b>         | <b>\$ -</b>        | <b>\$ -</b>        | <b>\$ -</b>         | <b>\$ -</b>        | <b>\$ -</b>        |





**City of Centennial  
Conservation Trust Fund  
2008 - 2018 Reserves**

|                            | 2008<br>Actual      | 2009<br>Actual      | 2010<br>Actual      | 2011<br>Actual      |
|----------------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Restricted</b>          |                     |                     |                     |                     |
| TABOR Emergency Reserves   | \$ -                | \$ 15,264           | \$ 14,140           | \$ 14,427           |
| Parks and Open Space       | 3,540,226           | 3,862,833           | 4,206,209           | 1,284,397           |
| <b>Unassigned</b>          | -                   | -                   | -                   |                     |
| <b>TOTAL FUND RESERVES</b> | <b>\$ 3,540,226</b> | <b>\$ 3,878,097</b> | <b>\$ 4,220,349</b> | <b>\$ 1,298,824</b> |



**City of Centennial  
Conservation Trust Fund  
2008 - 2018 Reserves**

| <b>2012<br/>Actual</b> | <b>2013<br/>Revised</b> | <b>2014<br/>Adopted</b> | <b>2015<br/>Forecast</b> | <b>2016<br/>Forecast</b> | <b>2017<br/>Forecast</b> | <b>2018<br/>Forecast</b> |
|------------------------|-------------------------|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| \$ 16,318              | \$ 61,125               | \$ 16,575               | \$ 14,850                | \$ 14,100                | \$ 14,400                | \$ 14,700                |
| 1,614,329              | -                       | -                       | -                        | -                        | -                        | -                        |
| -                      | (61,125)                | (16,575)                | (14,850)                 | (14,100)                 | (14,400)                 | (14,700)                 |
| <b>\$ 1,630,647</b>    | <b>\$ -</b>             | <b>\$ -</b>             | <b>\$ -</b>              | <b>\$ -</b>              | <b>\$ -</b>              | <b>\$ -</b>              |



**Cherry Park  
General Improvement District  
2008 - 2018 Summary of Revenues, Expenditures & Other Uses**

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



**Cherry Park  
General Improvement District  
2008 - 2018 Summary of Revenues, Expenditures & Other Uses**

| 2012<br>Actual    | 2013<br>Revised    | 2014<br>Adopted  | 2015<br>Forecast | 2016<br>Forecast | 2017<br>Forecast | 2018<br>Forecast |
|-------------------|--------------------|------------------|------------------|------------------|------------------|------------------|
| \$ 44,658         | \$ 46,300          | \$ 48,036        | \$ 48,997        | \$ 49,487        | \$ 49,487        | \$ 49,487        |
| 2,888             | 2,707              | 2,707            | 2,707            | 2,707            | 2,707            | 2,707            |
| 228               | 200                | 170              | 170              | 170              | 170              | 170              |
| <b>\$ 47,774</b>  | <b>\$ 49,207</b>   | <b>\$ 50,913</b> | <b>\$ 51,874</b> | <b>\$ 52,364</b> | <b>\$ 52,364</b> | <b>\$ 52,364</b> |
|                   |                    |                  |                  |                  |                  |                  |
| \$ 18,503         | \$ 19,122          | \$ 39,122        | \$ 19,122        | \$ 19,122        | \$ 19,122        | \$ 19,122        |
| <b>\$ 18,503</b>  | <b>\$ 19,122</b>   | <b>\$ 39,122</b> | <b>\$ 19,122</b> | <b>\$ 19,122</b> | <b>\$ 19,122</b> | <b>\$ 19,122</b> |
|                   |                    |                  |                  |                  |                  |                  |
| \$ 670            | \$ 695             | \$ 721           | \$ 735           | \$ 742           | \$ 742           | \$ 742           |
| 11,602            | 8,000              | 8,000            | 8,000            | 8,000            | 8,000            | 8,000            |
| 2,500             | 21,300             | 21,300           | 24,017           | 24,500           | 24,500           | 24,500           |
| <b>\$ 14,772</b>  | <b>\$ 29,995</b>   | <b>\$ 30,021</b> | <b>\$ 32,752</b> | <b>\$ 33,242</b> | <b>\$ 33,242</b> | <b>\$ 33,242</b> |
| <b>\$ 33,275</b>  | <b>\$ 49,117</b>   | <b>\$ 69,143</b> | <b>\$ 51,874</b> | <b>\$ 52,364</b> | <b>\$ 52,364</b> | <b>\$ 52,364</b> |
|                   |                    |                  |                  |                  |                  |                  |
| \$ 14,499         | \$ 90              | \$ (18,230)      | \$ -             | \$ -             | \$ -             | \$ -             |
|                   |                    |                  |                  |                  |                  |                  |
| \$ -              | \$ (94,096)        | \$ -             | \$ -             | \$ -             | \$ -             | \$ -             |
| <b>\$ -</b>       | <b>\$ (94,096)</b> | <b>\$ -</b>      | <b>\$ -</b>      | <b>\$ -</b>      | <b>\$ -</b>      | <b>\$ -</b>      |
|                   |                    |                  |                  |                  |                  |                  |
| \$ 14,499         | \$ (94,006)        | \$ (18,230)      | \$ -             | \$ -             | \$ -             | \$ -             |
|                   |                    |                  |                  |                  |                  |                  |
| \$ 97,737         | \$ 112,236         | \$ 18,230        | \$ -             | \$ -             | \$ -             | \$ -             |
| <b>\$ 112,236</b> | <b>\$ 18,230</b>   | <b>\$ -</b>      | <b>\$ -</b>      | <b>\$ -</b>      | <b>\$ -</b>      | <b>\$ -</b>      |



**Cherry Park  
General Improvement District  
2008 - 2018 Reserves**

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



**Cherry Park  
General Improvement District  
2008 - 2018 Reserves**

| <b>2012<br/>Actual</b> | <b>2013<br/>Revised</b> | <b>2014<br/>Adopted</b> | <b>2015<br/>Forecast</b> | <b>2016<br/>Forecast</b> | <b>2017<br/>Forecast</b> | <b>2018<br/>Forecast</b> |
|------------------------|-------------------------|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| \$ 1,433               | \$ 1,474                | \$ 1,527                | \$ 1,556                 | \$ 1,571                 | \$ 1,571                 | \$ 1,571                 |
| 110,803                | -                       | -                       | -                        | -                        | -                        | -                        |
| -                      | 16,756                  | (1,527)                 | (1,556)                  | (1,571)                  | (1,571)                  | (1,571)                  |
| <b>\$ 112,236</b>      | <b>\$ 18,230</b>        | <b>\$ -</b>             | <b>\$ -</b>              | <b>\$ -</b>              | <b>\$ -</b>              | <b>\$ -</b>              |





**Foxridge  
General Improvement District  
2008 - 2018 Summary of Revenues, Expenditures & Other Uses**

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



**Foxridge  
General Improvement District  
2008 - 2018 Summary of Revenues, Expenditures & Other Uses**

| 2012<br>Actual    | 2013<br>Revised    | 2014<br>Adopted   | 2015<br>Forecast | 2016<br>Forecast | 2017<br>Forecast | 2018<br>Forecast |
|-------------------|--------------------|-------------------|------------------|------------------|------------------|------------------|
| \$ 51,367         | \$ 51,302          | \$ 54,549         | \$ 55,640        | \$ 56,197        | \$ 56,197        | \$ 56,197        |
| 3,318             | 3,125              | 3,125             | 3,125            | 3,125            | 3,125            | 3,125            |
| 405               | 250                | 235               | 235              | 235              | 235              | 235              |
| <b>\$ 55,090</b>  | <b>\$ 54,677</b>   | <b>\$ 57,909</b>  | <b>\$ 59,000</b> | <b>\$ 59,557</b> | <b>\$ 59,557</b> | <b>\$ 59,557</b> |
| \$ 64,470         | \$ 80,000          | \$ 80,000         | \$ 30,000        | \$ 30,000        | \$ 30,000        | \$ 30,000        |
| <b>\$ 64,470</b>  | <b>\$ 80,000</b>   | <b>\$ 80,000</b>  | <b>\$ 30,000</b> | <b>\$ 30,000</b> | <b>\$ 30,000</b> | <b>\$ 30,000</b> |
| \$ 771            | \$ 770             | \$ 818            | \$ 835           | \$ 843           | \$ 843           | \$ 843           |
| 2,765             | 1,000              | 1,000             | 1,000            | 1,000            | 1,000            | 1,000            |
| 4,506             | 27,464             | 27,464            | 27,165           | 27,714           | 27,714           | 27,714           |
| <b>\$ 8,042</b>   | <b>\$ 29,234</b>   | <b>\$ 29,282</b>  | <b>\$ 29,000</b> | <b>\$ 29,557</b> | <b>\$ 29,557</b> | <b>\$ 29,557</b> |
| <b>\$ 72,512</b>  | <b>\$ 109,234</b>  | <b>\$ 109,282</b> | <b>\$ 59,000</b> | <b>\$ 59,557</b> | <b>\$ 59,557</b> | <b>\$ 59,557</b> |
| \$ (17,422)       | \$ (54,557)        | \$ (51,373)       | \$ -             | \$ -             | \$ -             | \$ -             |
| \$ -              | \$ (54,171)        | \$ -              | \$ -             | \$ -             | \$ -             | \$ -             |
| <b>\$ -</b>       | <b>\$ (54,171)</b> | <b>\$ -</b>       | <b>\$ -</b>      | <b>\$ -</b>      | <b>\$ -</b>      | <b>\$ -</b>      |
| \$ (17,422)       | \$ (108,728)       | \$ (51,373)       | \$ -             | \$ -             | \$ -             | \$ -             |
| \$ 177,523        | \$ 160,101         | \$ 51,373         | \$ -             | \$ -             | \$ -             | \$ -             |
| <b>\$ 160,101</b> | <b>\$ 51,373</b>   | <b>\$ -</b>       | <b>\$ -</b>      | <b>\$ -</b>      | <b>\$ -</b>      | <b>\$ -</b>      |



**Foxridge  
General Improvement District  
2008 - 2018 Reserves**

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



**Foxridge  
General Improvement District  
2008 - 2018 Reserves**

| <b>2012<br/>Actual</b> | <b>2013<br/>Revised</b> | <b>2014<br/>Adopted</b> | <b>2015<br/>Forecast</b> | <b>2016<br/>Forecast</b> | <b>2017<br/>Forecast</b> | <b>2018<br/>Forecast</b> |
|------------------------|-------------------------|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| \$ 1,653               | \$ 3,277                | \$ 3,278                | \$ 1,770                 | \$ 1,787                 | \$ 1,787                 | \$ 1,787                 |
| 158,448                | 48,096                  | -                       | -                        | -                        | -                        | -                        |
| -                      | -                       | (3,278)                 | (1,770)                  | (1,787)                  | (1,787)                  | (1,787)                  |
| <b>\$ 160,101</b>      | <b>\$ 51,373</b>        | <b>\$ -</b>             | <b>\$ -</b>              | <b>\$ -</b>              | <b>\$ -</b>              | <b>\$ -</b>              |



**Walnut Hills  
General Improvement District  
2008 - 2018 Summary of Revenues, Expenditures & Other Uses**

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



**Walnut Hills  
General Improvement District  
2008 - 2018 Summary of Revenues, Expenditures & Other Uses**

| 2012<br>Actual    | 2013<br>Revised     | 2014<br>Adopted   | 2015<br>Forecast | 2016<br>Forecast | 2017<br>Forecast | 2018<br>Forecast |
|-------------------|---------------------|-------------------|------------------|------------------|------------------|------------------|
| \$ 69,739         | \$ 69,748           | \$ 71,331         | \$ 72,758        | \$ 73,485        | \$ 73,485        | \$ 73,485        |
| 4,507             | 4,250               | 4,250             | 4,250            | 4,250            | 4,250            | 4,250            |
| 939               | 650                 | 640               | 640              | 640              | 640              | 640              |
| 198               | -                   | -                 | -                | -                | -                | -                |
| <b>\$ 75,383</b>  | <b>\$ 74,648</b>    | <b>\$ 76,221</b>  | <b>\$ 77,648</b> | <b>\$ 78,375</b> | <b>\$ 78,375</b> | <b>\$ 78,375</b> |
| \$ 16,791         | \$ 100,000          | \$ 100,000        | \$ 50,000        | \$ 50,000        | \$ 50,000        | \$ 50,000        |
| <b>\$ 16,791</b>  | <b>\$ 100,000</b>   | <b>\$ 100,000</b> | <b>\$ 50,000</b> | <b>\$ 50,000</b> | <b>\$ 50,000</b> | <b>\$ 50,000</b> |
| \$ 1,046          | \$ 1,046            | \$ 1,070          | \$ 1,091         | \$ 1,102         | \$ 1,102         | \$ 1,102         |
| 1,047             | 1,000               | 1,000             | 1,000            | 1,000            | 1,000            | 1,000            |
| 2,872             | 29,682              | 29,682            | 25,557           | 26,273           | 26,273           | 26,273           |
| <b>\$ 4,965</b>   | <b>\$ 31,728</b>    | <b>\$ 31,752</b>  | <b>\$ 27,648</b> | <b>\$ 28,375</b> | <b>\$ 28,375</b> | <b>\$ 28,375</b> |
| <b>\$ 21,756</b>  | <b>\$ 131,728</b>   | <b>\$ 131,752</b> | <b>\$ 77,648</b> | <b>\$ 78,375</b> | <b>\$ 78,375</b> | <b>\$ 78,375</b> |
| \$ 53,627         | \$ (57,080)         | \$ (55,531)       | \$ -             | \$ -             | \$ -             | \$ -             |
| \$ -              | \$ (326,441)        | \$ -              | \$ -             | \$ -             | \$ -             | \$ -             |
| <b>\$ -</b>       | <b>\$ (326,441)</b> | <b>\$ -</b>       | <b>\$ -</b>      | <b>\$ -</b>      | <b>\$ -</b>      | <b>\$ -</b>      |
| \$ 53,627         | \$ (383,521)        | \$ (55,531)       | \$ -             | \$ -             | \$ -             | \$ -             |
| \$ 385,425        | \$ 439,052          | \$ 55,531         | \$ -             | \$ -             | \$ -             | \$ -             |
| <b>\$ 439,052</b> | <b>\$ 55,531</b>    | <b>\$ -</b>       | <b>\$ -</b>      | <b>\$ -</b>      | <b>\$ -</b>      | <b>\$ -</b>      |





**Walnut Hills  
General Improvement District  
2008 - 2018 Reserves**

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



**Walnut Hills  
General Improvement District  
2008 - 2018 Reserves**

| <b>2012<br/>Actual</b> | <b>2013<br/>Revised</b> | <b>2014<br/>Adopted</b> | <b>2015<br/>Forecast</b> | <b>2016<br/>Forecast</b> | <b>2017<br/>Forecast</b> | <b>2018<br/>Forecast</b> |
|------------------------|-------------------------|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| \$ 2,261               | \$ 3,952                | \$ 3,953                | \$ 2,329                 | \$ 2,351                 | \$ 2,351                 | \$ 2,351                 |
| 436,791                | 51,579                  | -                       | -                        | -                        | -                        | -                        |
| -                      | -                       | (3,953)                 | (2,329)                  | (2,351)                  | (2,351)                  | (2,351)                  |
| <b>\$ 439,052</b>      | <b>\$ 55,531</b>        | <b>\$ -</b>             | <b>\$ -</b>              | <b>\$ -</b>              | <b>\$ -</b>              | <b>\$ -</b>              |



**Antelope  
General Improvement District  
2008 - 2018 Summary of Revenues, Expenditures & Other Uses**

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



**Antelope  
General Improvement District  
2008 - 2018 Summary of Revenues, Expenditures & Other Uses**

| 2012<br>Actual    | 2013<br>Revised    | 2014<br>Adopted   | 2015<br>Forecast  | 2016<br>Forecast  | 2017<br>Forecast  | 2018<br>Forecast  |
|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| \$ 95,386         | \$ 190,744         | \$ 182,464        | \$ 207,006        | \$ 203,656        | \$ 205,210        | \$ 206,530        |
| 6,161             | 5,940              | 5,940             | 5,940             | 5,940             | 5,940             | 5,940             |
| 256               | 100                | 65                | 65                | 65                | 65                | 65                |
| <b>\$ 101,803</b> | <b>\$ 196,784</b>  | <b>\$ 188,469</b> | <b>\$ 213,011</b> | <b>\$ 209,661</b> | <b>\$ 211,215</b> | <b>\$ 212,535</b> |
| \$ 1,431          | \$ 2,861           | \$ 2,737          | \$ 3,105          | \$ 3,055          | \$ 3,078          | \$ 3,098          |
| 65,000            | 70,000             | 70,000            | 75,000            | 75,000            | 80,000            | 85,000            |
| 137,521           | 134,707            | 131,766           | 128,756           | 125,456           | 121,987           | 118,287           |
| 6,000             | 6,150              | 6,150             | 6,150             | 6,150             | 6,150             | 6,150             |
| <b>\$ 209,952</b> | <b>\$ 213,718</b>  | <b>\$ 210,653</b> | <b>\$ 213,011</b> | <b>\$ 209,661</b> | <b>\$ 211,215</b> | <b>\$ 212,535</b> |
| <b>\$ 209,952</b> | <b>\$ 213,718</b>  | <b>\$ 210,653</b> | <b>\$ 213,011</b> | <b>\$ 209,661</b> | <b>\$ 211,215</b> | <b>\$ 212,535</b> |
| \$ (108,149)      | \$ (16,934)        | \$ (22,184)       | \$ -              | \$ -              | \$ -              | \$ -              |
| \$ -              | \$ (18,179)        | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              |
| <b>\$ -</b>       | <b>\$ (18,179)</b> | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       |
| \$ (108,149)      | \$ (35,113)        | \$ (22,184)       | \$ -              | \$ -              | \$ -              | \$ -              |
| \$ 165,446        | \$ 57,297          | \$ 22,184         | \$ -              | \$ -              | \$ -              | \$ -              |
| <b>\$ 57,297</b>  | <b>\$ 22,184</b>   | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       |



**Antelope  
General Improvement District  
2008 - 2018 Reserves**

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



**Antelope  
General Improvement District  
2008 - 2018 Reserves**

| <b>2012<br/>Actual</b> | <b>2013<br/>Revised</b> | <b>2014<br/>Adopted</b> | <b>2015<br/>Forecast</b> | <b>2016<br/>Forecast</b> | <b>2017<br/>Forecast</b> | <b>2018<br/>Forecast</b> |
|------------------------|-------------------------|-------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| \$ 6,299               | \$ 6,412                | \$ 6,320                | \$ 6,390                 | \$ 6,290                 | \$ 6,336                 | \$ 6,376                 |
| 50,998                 | 15,772                  | -                       | -                        | -                        | -                        | -                        |
| -                      | -                       | (6,320)                 | (6,390)                  | (6,290)                  | (6,336)                  | (6,376)                  |
| <b>\$ 57,297</b>       | <b>\$ 22,184</b>        | <b>\$ -</b>             | <b>\$ -</b>              | <b>\$ -</b>              | <b>\$ -</b>              | <b>\$ -</b>              |





**City of Centennial**  
**Centennial Urban Redevelopment Authority Fund**  
**2008 - 2018 Summary of Revenues, Expenditures & Other Uses**

|   | 2008<br>Actual      | 2009<br>Actual      | 2010<br>Actual      | 2011<br>Actual      |
|---|---------------------|---------------------|---------------------|---------------------|
| <b>REVENUES</b>                                   |                     |                     |                     |                     |
| Sales Tax   | \$ -                | \$ -                | \$ -                | \$ 303,884          |
| Property Tax                                      | -                   | 46,388              | 1,183,462           | 4,643,968           |
| Building Permits, Plan Review & Building Services | 1,142,607           | 187,976             | (2,650)             | -                   |
| Construction Funds                                | 837,195             | 1,105,577           | 10,934              | -                   |
| Authority Operating Revenue                       | 150,000             | 87,475              | 47,598              | 27,803              |
| <b>TOTAL REVENUES</b>                             | <b>\$ 2,129,802</b> | <b>\$ 1,427,416</b> | <b>\$ 1,239,344</b> | <b>\$ 4,975,655</b> |
| <b>EXPENDITURES</b>                               |                     |                     |                     |                     |
| <b>Contracted Services</b>                        |                     |                     |                     |                     |
| Building Permits, Plan Review & Building Services | \$ 802,348          | \$ 210,516          | \$ -                | \$ -                |
| <b>Subtotal - Contracted Services</b>             | <b>\$ 802,348</b>   | <b>\$ 210,516</b>   | <b>\$ -</b>         | <b>\$ -</b>         |
| <b>Other Services &amp; Supplies:</b>             |                     |                     |                     |                     |
| Sales Tax Sharing Pass-Thru                       | \$ -                | \$ -                | \$ -                | \$ 303,884          |
| Property Tax Pass-Thru                            | -                   | 46,388              | 1,183,789           | 4,669,069           |
| Professional Services                             | -                   | -                   | 13,979              | -                   |
| Legal Services - Outside Counsel                  | 13,750              | 703                 | -                   | 7,970               |
| Construction Services                             | 794,046             | 57,512              | -                   | -                   |
| Streets & Intersections                           | -                   | 1,031,504           | 7,495               | -                   |
| Miscellaneous                                     | 136,250             | 106,773             | 33,619              | 19,833              |
| <b>Subtotal - Other Serv. &amp; Supp.</b>         | <b>\$ 944,046</b>   | <b>\$ 1,242,880</b> | <b>\$ 1,238,882</b> | <b>\$ 5,000,756</b> |
| <b>TOTAL EXPENDITURES</b>                         | <b>\$ 1,746,394</b> | <b>\$ 1,453,396</b> | <b>\$ 1,238,882</b> | <b>\$ 5,000,756</b> |
| <b>REVENUE OVER (UNDER) EXPENDITURES</b>          | <b>\$ 383,408</b>   | <b>\$ (25,980)</b>  | <b>\$ 462</b>       | <b>\$ (25,101)</b>  |
| <b>OTHER FINANCING USES</b>                       |                     |                     |                     |                     |
| Use of Prior Year Fund Balance                    | \$ -                | \$ -                | \$ -                | \$ -                |
| <b>TOTAL OTHER FINANCING USES</b>                 | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         |
| <b>NET CHANGE IN FUND BALANCE</b>                 | <b>\$ 383,408</b>   | <b>\$ (25,980)</b>  | <b>\$ 462</b>       | <b>\$ (25,101)</b>  |
| <b>FUND BALANCE - BEGINNING OF YEAR</b>           | <b>\$ 76,530</b>    | <b>\$ 459,938</b>   | <b>\$ 433,958</b>   | <b>\$ 434,420</b>   |
| <b>FUND BALANCE - END OF YEAR</b>                 | <b>\$ 459,938</b>   | <b>\$ 433,958</b>   | <b>\$ 434,420</b>   | <b>\$ 409,319</b>   |



**City of Centennial  
Centennial Urban Redevelopment Authority Fund  
2008 - 2018 Summary of Revenues, Expenditures & Other Uses**

| 2012<br>Actual          | 2013<br>Revised         | 2014<br>Adopted           | 2015<br>Forecast          | 2016<br>Forecast          | 2017<br>Forecast          | 2018<br>Forecast          |
|-------------------------|-------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| \$ 513,696<br>5,317,414 | \$ 755,286<br>5,405,788 | \$ 1,118,209<br>5,408,788 | \$ 1,001,950<br>5,516,964 | \$ 1,035,042<br>5,572,133 | \$ 1,043,555<br>5,572,133 | \$ 1,043,555<br>5,572,133 |
| -                       | -                       | -                         | -                         | -                         | -                         | -                         |
| 242,000                 | -                       | -                         | -                         | -                         | -                         | -                         |
| 37,361                  | 150,000                 | 150,000                   | 150,000                   | 150,000                   | 150,000                   | 150,000                   |
| <b>\$ 6,110,471</b>     | <b>\$ 6,311,074</b>     | <b>\$ 6,676,997</b>       | <b>\$ 6,668,914</b>       | <b>\$ 6,757,175</b>       | <b>\$ 6,765,688</b>       | <b>\$ 6,765,688</b>       |
| \$ -                    | \$ -                    | \$ -                      | \$ -                      | \$ -                      | \$ -                      | \$ -                      |
| \$ -                    | \$ -                    | \$ -                      | \$ -                      | \$ -                      | \$ -                      | \$ -                      |
| \$ 513,696<br>5,291,986 | \$ 755,286<br>5,405,788 | \$ 1,118,209<br>5,408,788 | \$ 1,001,950<br>5,516,964 | \$ 1,035,042<br>5,572,133 | \$ 1,043,555<br>5,572,133 | \$ 1,043,555<br>5,572,133 |
| -                       | -                       | -                         | -                         | -                         | -                         | -                         |
| 12,369                  | -                       | -                         | -                         | -                         | -                         | -                         |
| 242,000                 | -                       | -                         | -                         | -                         | -                         | -                         |
| -                       | -                       | -                         | -                         | -                         | -                         | -                         |
| 24,992                  | 150,000                 | 150,000                   | 150,000                   | 150,000                   | 150,000                   | 150,000                   |
| <b>\$ 6,085,043</b>     | <b>\$ 6,311,074</b>     | <b>\$ 6,676,997</b>       | <b>\$ 6,668,914</b>       | <b>\$ 6,757,175</b>       | <b>\$ 6,765,688</b>       | <b>\$ 6,765,688</b>       |
| <b>\$ 6,085,043</b>     | <b>\$ 6,311,074</b>     | <b>\$ 6,676,997</b>       | <b>\$ 6,668,914</b>       | <b>\$ 6,757,175</b>       | <b>\$ 6,765,688</b>       | <b>\$ 6,765,688</b>       |
| \$ 25,428               | \$ -                    | \$ -                      | \$ -                      | \$ -                      | \$ -                      | \$ -                      |
| \$ -                    | \$ (434,747)            | \$ -                      | \$ -                      | \$ -                      | \$ -                      | \$ -                      |
| <b>\$ -</b>             | <b>\$ (434,747)</b>     | <b>\$ -</b>               | <b>\$ -</b>               | <b>\$ -</b>               | <b>\$ -</b>               | <b>\$ -</b>               |
| \$ 25,428               | \$ (434,747)            | \$ -                      | \$ -                      | \$ -                      | \$ -                      | \$ -                      |
| \$ 409,319              | \$ 434,747              | \$ -                      | \$ -                      | \$ -                      | \$ -                      | \$ -                      |
| <b>\$ 434,747</b>       | <b>\$ -</b>             | <b>\$ -</b>               | <b>\$ -</b>               | <b>\$ -</b>               | <b>\$ -</b>               | <b>\$ -</b>               |



**City of Centennial  
Centennial Urban Redevelopment Authority Fund  
2008 - 2018 Reserves**

|                            | 2008<br>Actual |                | 2009<br>Actual |                | 2010<br>Actual |                | 2011<br>Actual |                |
|----------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Restricted</b>          |                |                |                |                |                |                |                |                |
| Urban Redevelopment        | \$             | 459,938        | \$             | 433,958        | \$             | 434,420        | \$             | 409,319        |
| <b>TOTAL FUND RESERVES</b> | <b>\$</b>      | <b>459,938</b> | <b>\$</b>      | <b>433,958</b> | <b>\$</b>      | <b>434,420</b> | <b>\$</b>      | <b>409,319</b> |



**City of Centennial  
Centennial Urban Redevelopment Authority Fund  
2008 - 2018 Reserves**

| 2012<br>Actual |         | 2013<br>Revised |   | 2014<br>Adopted |   | 2015<br>Forecast |   | 2016<br>Forecast |   | 2017<br>Forecast |   | 2018<br>Forecast |   |
|----------------|---------|-----------------|---|-----------------|---|------------------|---|------------------|---|------------------|---|------------------|---|
| \$             | 434,747 | \$              | - | \$              | - | \$               | - | \$               | - | \$               | - | \$               | - |
| \$             | 434,747 | \$              | - | \$              | - | \$               | - | \$               | - | \$               | - | \$               | - |



This Page Intentionally Left Blank



# Executive Summary







## EXECUTIVE SUMMARY

---

### 2014 OPERATING EXPENDITURE BUDGET EXECUTIVE SUMMARY

The City's budget is the long-range plan by which financial policy is implemented and controlled. City Council's goals, City-wide objectives, ordinances, and resolutions provide policy direction that respond to the needs and desires of the community. The budget process is a continuous cycle that begins each January, continues through the planning and development stages of the budget, and finishes with final adoption of the budget by Council in November/December. The information included in the Executive Summary is intended to provide a brief but detailed overview of the changes between the 2013 Adopted Budget and the 2014 Adopted Budget. The following pages list enhancements and service modifications by department and dollar amount; the items listed are anticipated to represent only a partial list of the reductions and additions, with only the most significant items from each department listed. The amount shown is the net change to the department's respective budget.

The total budget for 2014 is \$71,817,841. The total City budget is comprised of the funds listed below. Department directors prepared their 2014 budgets with a zero percent (0%) increase in expenditures over the adopted 2013 budget, excluding increases for salaries, health care costs, and other types of expenditures beyond the control of the City (e.g. gas, asphalt, concrete, and other materials). Increases were also permitted for certain contractual obligations of the City, such as increases required by service providers. The zero percent (0%) increase over the 2013 Adopted Budget has made it more challenging for department directors to absorb cost increases while providing the same high level of service.

The items on the following pages include additional funds to support existing programs. The significant majority of these adjustments are incremental changes to existing City programs. Some changes were approved to current service levels in order to achieve Council's overall goals and objectives.

The 2014 Adopted Budget includes health care cost increases of 10 percent (10%) and 5 percent (5%) for medical and dental/vision insurance costs, respectively, based on the projected national average. These changes represent a decrease from the 2013 Adopted Budget.

The General Fund budget for 2014 is \$49,268,683, excluding fund transfers. The 2014 General Fund budget represents a 0.7 percent (0.7%) increase from the 2013 Adopted Budget. This increase is primarily due to compensation changes for contracted services pursuant to contractual obligations. Without the increases in contractual obligations, the 2014 Adopted General Fund Budget would have remained relatively (less than 1% change) consistent with the 2013 Adopted Budget.

The Capital Improvement Fund budget for 2014 is \$9,995,500, an increase of 19.4 percent (19.4%) from the Adopted 2013 Budget. This increase is due to several new projects, including projects that will be partially funded through grants.

The Open Space Fund budget for 2014 is \$1,890,000, a decrease of 13.5 percent (13.5%) compared to the 2013 Adopted Budget. This decrease is primarily due to the reduction of funding for one-time projects, such as the Lone Tree Creek and Centennial Link Trails. This decrease is partially offset by the additional funding included for several one-time projects, including the Centennial Center Park and Regional Park Contributions.

The Conservation Trust Fund budget for 2014 is \$552,500, a decrease of 60.1 percent (60.1%) from the 2013 Adopted Budget. This decrease is the result of the reduction of funding for one-time projects, including Potomac Site Improvements and City-wide Regional Park & Open Space Reserves. The decrease is offset with additional funding included for park maintenance and multi-use trails.

The Land Use Fund budget for 2014 is \$2,913,331 an increase of 15.2 percent (15.2%) compared to the 2013 Adopted Budget. This increase is primarily due to an increase in building services fees, which are directly tied to an increase in building services revenues.



The Centennial Urban Redevelopment Authority Fund budget for 2014 is \$6,676,997, an increase of 5.1 percent (5.1%) from the Adopted 2013 Budget. The 2014 budget includes an increase in funding from the 2013 Adopted Budget primarily as a result of contractual obligations of the Authority to collect and distribute sales and property taxes above the base amount specified in the Public Finance Agreement (PFA). Revenue amounts above the base, as specified in the PFA, are to be passed through to the Southglenn Metropolitan District.

The General Improvement District Fund budgets for 2014 are collectively \$520,830, an increase of 3.4 percent (3.4%) from the Adopted 2013 Budget. The City has four General Improvement Districts, or GIDs, including Walnut Hills, Foxridge, Cherry Park, and Antelope, each with a corresponding budgetary fund and dedicated revenue stream.

Listed below is a summary, by Fund, of the 2013 Adopted and 2014 Adopted Budgets and the dollar and percentage change between the two budgets.

| <b>Fund</b>                                   | <b>2013 Adopted Budget</b> | <b>2014 Adopted Budget</b> | <b>\$ Change</b>    | <b>% Change</b> |
|---|----------------------------|----------------------------|---------------------|-----------------|
| General Fund                                  | \$ 48,908,869              | \$ 49,268,683              | \$ 359,814          | 0.7%            |
| Capital Improvement Fund                      | 8,368,000                  | 9,995,500                  | 1,627,500           | 19.4%           |
| Open Space Fund                               | 2,185,000                  | 1,890,000                  | (295,000)           | -13.5%          |
| Conservation Trust Fund                       | 1,385,500                  | 552,500                    | (833,000)           | -60.1%          |
| Land Use Fund                                 | 2,528,238                  | 2,913,331                  | 385,093             | 15.2%           |
| Centennial Urban Redevelopment Authority Fund | 6,353,998                  | 6,676,997                  | 322,999             | 5.1%            |
| General Improvement District Funds            | 503,811                    | 520,830                    | 17,019              | 3.4%            |
| <b>Total</b>                                  | <b>\$ 70,233,416</b>       | <b>\$ 71,817,841</b>       | <b>\$ 1,584,425</b> | <b>2.3%</b>     |

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



| Variance Detail  | Net Change  |
|--|-------------|
| <b>ALL FUNDS</b>   |             |
| <b>City-wide</b>   |             |
| Health and vision/dental insurance costs are projected to increase by approximately 10 percent (10%) and 5 percent (5%), respectively, based on the national average. These changes represent an increase from the revised 2013 budget; however, it is a decrease from the adopted 2013 budget. The adopted 2013 budget was estimated based on a larger increase than what actually occurred, which resulted in the decrease from the adopted 2013 budget compared to the adopted 2014 budget. | \$ (47,043) |
| <b>GENERAL FUND</b>  |             |
| <b>Elected Officials</b>   |             |
| The 2013 Adopted Budget did not include salary and benefit amounts for newly elected Council members. In 2014, there are potentially five elected officials who will take office during the month of January. Therefore, the 2014 budget includes one month (January) of overlapping salary and benefit costs for the incoming and outgoing elected officials.   | \$ 4,068    |
| The 2014 budget includes an increase over the 2013 Adopted Budget for anticipated funding related to the Transportation Management Authority landscaping services. Pursuant to an agreement with several other agencies, the City agreed to provide funding for landscaping costs for the interchange at I-25 and Arapahoe Road; the amount to be funded is determined annually.   | \$ 3,687    |
| The 2014 budget includes funding for various meetings with other governmental agencies, such as joint municipal Council meetings, South Metro Mayors, and congressional/town hall meetings.  | \$ 5,000    |
| The 2014 budget includes funding for the Denver South Economic Development Partnership to enhance strategic planning.  | \$ 10,000   |
| <b>GENERAL FUND</b>  |             |
| <b>City Attorney's Office</b>  |             |
| The City Attorney's Office is a contracted service. The 2014 budget includes compensation increases pursuant to the contract negotiated during 2013, and includes a change to the overall rate structure as well as an annual increase consistent with the change in the Consumer Price Index (CPI). This increase is offset by a slight decrease in funding for publications and subscriptions.   | \$ 37,746   |
| <b>GENERAL FUND</b>  |             |
| <b>City Clerk's Office</b>   |             |
| The City's election costs are incurred through Arapahoe County and are prorated by participating municipalities based upon the total number of ballot issues and participating municipalities. The City is not anticipating any items to be placed on the ballot in 2014, and as a result, the 2014 budget includes a reduction for election costs.  | \$ (80,000) |



## GENERAL FUND

### City Manager's Office

The 2014 budget includes funding for an additional 2.5 full-time equivalent (FTE) \$ 179,070 positions for two Management Analysts and one part-time Commissions Liaison. This increase is offset by the transfer of 1.0 FTE to the Finance Department.

The 2014 budget includes funding for a new program, Centennial 101. Centennial 101 \$ 7,250 offers an educational experience for approximately 30 citizens and business owners, providing a better understanding of the City and promoting increased transparency and citizen engagement.

## GENERAL FUND

### Office of Innovation

The 2014 budget includes funding for the installation of new conduit at various locations \$ 200,000 in the City. Funding has also been included for improvements to the City's telecommunications infrastructure.

## GENERAL FUND

### Human Resources

Alarm expenditures, which were included in the Security Services line item, have been \$ (16,000) transferred to the Facilities and Fleet Department budget.

Consistent with the 2013 Adopted Budget, the 2014 budget includes an employee \$ 5,240 compensation increase to keep the City's pay plan competitive and recognize Staff's commitment to providing a high level of service to all citizens. All increases are performance based and will be transferred to recipient departments during the 2014 budget year.

## GENERAL FUND

### Information Technology

Information Technology Outsourcing Services is a contracted service. The 2014 budget \$ 69,000 includes additional funding for outsourcing professional GIS services (\$60,000). Funds have also been included for additional consulting hours related to monitoring servers (\$9,000).

Financial System Services is a contracted service. The 2014 budget includes funds for a \$ 2,055 potential increase in the contract amount which is based on the change in the Consumer Price Index (CPI).

The 2014 budget includes additional funding for Website Hosting & Support Services. \$ 24,400 This increase is partially due to a projected increase in various license fees, as well as additional funding for an aerial imagery project and citizen engagement software.

The 2014 budget includes increases for telephone and data services as a result of \$ 5,400 projected increases in rates and services.



---

**GENERAL FUND****Communications**

---

|   |            |
|---|------------|
| The 2014 budget includes funding for an additional 1.0 full-time equivalent position for a Communications Director. | \$ 144,752 |
|---|------------|

---

|  |           |
|--|-----------|
| Community Services funding has increased in the 2014 budget to allow for City sponsorships of various events held within the City. | \$ 10,000 |
|--|-----------|

---

|  |           |
|--|-----------|
| The 2014 budget for Printing & Marketing Materials includes funding for expanded City-wide marketing materials including design and printing of communication tools such as project specific brochures, flyers, postcards, and mailers to ensure a consistent look and feel. | \$ 35,000 |
|--|-----------|

---

|   |           |
|---|-----------|
| The 2014 budget includes additional funding for professional services including a professional photographer and videographer, media training for new and current Elected Officials, and the development of a crisis communications plan. This increase is partially offset through a reduction in the Miscellaneous budget line item. | \$ 15,000 |
|---|-----------|

---

---

**GENERAL FUND****Finance**

---

|   |            |
|---|------------|
| The 2014 budget includes an increase for salaries and wages due to the addition of 1.0 FTE position that was transferred from the City Manager's Office. In addition, the 2013 budget included vacancy savings which are not anticipated during 2014. | \$ 119,105 |
|---|------------|

---

|   |          |
|---|----------|
| Supplemental Use Tax Administration services are provided by a third party contractor. The increase included in the 2014 budget is based upon the increase anticipated by the contractor. | \$ 1,974 |
|---|----------|

---

|  |            |
|--|------------|
| The total amount budgeted for the City's 2013 financial audit (performed during 2014) is a decrease from the amount budgeted during 2013 due to updated pricing from the City's external financial audit firm. | \$ (3,500) |
|--|------------|

---

|  |          |
|--|----------|
| Sales tax collection and reporting services are contracted to a third party contractor. The increase included in the 2014 budget is based upon the increase anticipated by the contractor. | \$ 6,545 |
|--|----------|

---

|   |            |
|---|------------|
| The 2014 budget includes a reduction for costs related to investment advisory services based upon anticipated service levels. | \$ (4,000) |
|---|------------|

---

|  |          |
|--|----------|
| The 2014 budget includes an increase in bank/merchant processing fees as a result of increased on-line payment activity. | \$ 3,910 |
|--|----------|

---

|  |             |
|--|-------------|
| The 2014 budget includes a decrease in Property & Casualty Insurance services. The budgeted amount is based on a preliminary quote from the City's insurance provider. The annual amount is based on a number of factors including the loss control audit score and prior year claims. | \$ (46,644) |
|--|-------------|

---



---

|  |    |         |
|--|----|---------|
| The 2014 budget includes a decrease in Workers' Compensation Insurance services. | \$ | (4,607) |
|--|----|---------|

The budgeted amount is based on a preliminary quote from the City's insurance provider. The annual amount is based on a number of factors including past claims and the number of employees.

---

### GENERAL FUND

#### Economic Development

---

|   |    |       |
|---|----|-------|
| The 2014 budget includes an increase for dues paid to the Aurora Chamber and South Metro Chamber. | \$ | 3,500 |
|---|----|-------|

---

### GENERAL FUND

#### Nondepartmental

---

|   |    |        |
|---|----|--------|
| Legal services are a contracted service. Pursuant to the contract negotiated during 2013 for legal services, the City is required to set aside funding in case of contract termination without cause. | \$ | 43,120 |
|---|----|--------|

---

---

|   |    |          |
|---|----|----------|
| The 2014 budget includes a reduction in Professional Services; this funding has been used for strategic planning in the past and has been transferred to Central Services for City-wide training. | \$ | (25,000) |
|---|----|----------|

---

---

|   |    |        |
|---|----|--------|
| The County Vendor and Treasurer's Fees represent fees paid to the County for the collection of property tax, certain sales tax, and automobile use tax. One percent (of total property tax collections) and five percent (of total sales and automobile use tax collections) fee is charged for collecting and processing payment to the City. The 2014 budget includes a net increase in these fees as a result of increased projected revenues. | \$ | 26,791 |
|---|----|--------|

---

---

|   |    |           |
|---|----|-----------|
| The City has entered into certain agreements in an effort to promote economic development and re-development within the City. While the parties to the agreements and the various components therein are different, there are certain provisions in the agreements which require the City to share a portion of its sales and/or use tax, based on sales/use tax receipts, in order to reimburse the property owners for construction and maintenance of public improvements. The estimated sales/use tax incentive amounts and revenues have been included in the 2014 budget. | \$ | (308,321) |
|---|----|-----------|

---

### GENERAL FUND

#### Central Services

---

|   |    |        |
|---|----|--------|
| The 2014 budget includes additional funding for Printing & Publishing and Publications & Subscriptions, as department needs are increasing. | \$ | 10,500 |
|---|----|--------|

---

---

|   |    |       |
|---|----|-------|
| The 2014 budget includes an increase for the Miscellaneous line item, which is offset by a reduction for Office Supplies, based upon historic trends and anticipated needs. | \$ | 4,500 |
|---|----|-------|

---

---

|  |    |        |
|--|----|--------|
| The 2014 budget includes additional funding for Dues & Memberships and Meetings, Training, and Travel line items. A portion of this increase is due to the transfer of funds from the Nondepartmental budget (\$25,000). The remaining increase is the result of increased requests for City-wide training and requests to obtain and/or maintain professional designations. | \$ | 61,600 |
|--|----|--------|

---





---

**GENERAL FUND**

---

**Public Works**

Public Works services are provided by a third party contractor. The 2013 budget was \$ (359,636) based partially on a contractual amount and partially on an estimate. The actual contract amount for 2014 represents a decrease compared to the estimate that was budgeted for 2013.

---

The 2014 budget includes an increase in funding for animal disposal based on \$ 1,500 anticipated need.

---

The 2013 Other Professional Services line item budget included a one-time increase for \$ (510,000) professional services to be used to evaluate the potential acquisition of the City's street light system currently operated by Xcel Energy. This amount has been reduced from the 2014 budget (\$600,000). This reduction is offset by an increase of \$90,000 to be used for additional professional services that will provide management over special projects on an as needed basis.

---

The 2014 budget includes additional funding for snow removal materials as a result of a \$ 32,230 policy change in the amount of materials applied to the streets.

---

The 2014 budget includes additional funding for asphalt materials for an expanded major \$ 10,500 patching program based upon need.

---

The 2014 budget includes funding for Signal Pole Inspections. These inspections occur \$ 75,000 on a five-year cycle and were last completed during 2009.

---

Signal Additions/Repair services are provided by a third party contractor. As a result of \$ 25,000 an increase in fiber installations throughout the City, locate fees have increased. Additional funds have been included in the 2014 budget to cover the increase in fees.

---

The 2014 budget has been increased for costs related to traffic signals and street light \$ 10,432 utilities and maintenance. The change in the street light utilities budget is due to an increase in both the number of street lights the City is billed for, as well as an increase in the utility rates. This increase is offset by a reduction in traffic signal utilities as a result of cost savings from the installation of LED lights.

---

Public Works contingency costs are incurred as a result of unanticipated damages to \$ 20,000 the City's infrastructure assets. The City seeks reimbursement for damages to City property. The 2014 budget includes an increase for this line item based upon past trends.

---

The 2013 budget included funding for contingency transition costs to be used in the \$ (400,000) event of a transition to a new Public Works service provider. This was a one-time budget item and has been reduced from the 2014 budget.

---



## GENERAL FUND

### Facilities & Fleet

Facilities maintenance and cleaning services are both provided through a third party contractor. The 2014 budget includes an increase for the services provided pursuant to the contract requirements. Additional funding has also been included for services at the City's new Public Works facility. \$ 190,500

The 2014 budget includes an increase for utilities, which includes gas, electric, SEMSWA annual fees, sewer, water, trash and recycling services. This increase is primarily due to the addition of the Public Works facility. \$ 116,050

The 2014 budget includes additional funds for building improvements. The increase is for potential improvements for the Public Works facility. \$ 11,500

Security & Fire Alarm Systems budget was included in the Human Resources department during 2013. The budget was transferred to Facilities & Fleet for 2014, and includes a slight increase for services at the Public Works facility. \$ 20,000

The 2014 budget includes an increase for equipment, office furniture and fixtures. The increase is related to the new Public Works facility. \$ 8,955

The 2014 budget includes an increase for repair and maintenance of buildings, office equipment, and other items. This increase is offset by a reduction in repair and maintenance of grounds, as grounds repair and maintenance will primarily be provided through the facilities maintenance contract in the Professional Services budget line item. \$ 15,500

The 2014 budget includes a reduction in the Miscellaneous line item based upon past usage. \$ (5,250)

Landscaping improvements around the Civic Center started during 2013. An increase to the 2014 budget has been included for phase two of the landscaping improvements. \$ 160,000

## GENERAL FUND

### Law Enforcement

The City's Law Enforcement services are provided by the Arapahoe County Sheriff's Office. Based on contractual obligations, the City's Law Enforcement budget is to increase annually, including an increase for costs beyond the control of the Sheriff's Office such as costs for gas, oil, and health care. The 2014 budget includes the contractual increase for services. \$ 392,270

## GENERAL FUND

### Animal Services

Animal Services are provided by third party contractors including the Humane Society of the Pikes Peak Region (HSPPR), Tenaker Pet Care Center, and Animal Cremation Services. The 2014 budget includes the increases as permitted by each contract. \$ 15,528



---

|   |    |       |
|---|----|-------|
| The 2014 budget includes funds for the annual fee of the City's online animal licensing software. | \$ | 3,840 |
|---|----|-------|

---

---

## GENERAL FUND

---

### Community Development Administration

---

|   |    |          |
|---|----|----------|
| The 2014 budget includes a reduction in Salaries and Wages due to organizational changes. | \$ | (48,950) |
|---|----|----------|

---

|   |    |         |
|---|----|---------|
| The 2014 budget includes a reduction in Printing and Publishing. This amount has been transferred to the Central Services budget. | \$ | (1,000) |
|---|----|---------|

---

---

## GENERAL FUND

---

### Code Compliance

---

|  |    |        |
|--|----|--------|
| Code Compliance services are provided by a third party contractor. The 2014 budget includes an increase pursuant to the terms of the contract. | \$ | 13,019 |
|--|----|--------|

---

---

## LAND USE FUND

---

|   |    |          |
|---|----|----------|
| The 2014 budget includes a reduction in Salaries and Wages due to position savings. | \$ | (39,129) |
|---|----|----------|

---

|  |    |         |
|--|----|---------|
| Consistent with the 2013 Adopted Budget, the 2014 budget includes an employee compensation increase to keep the City's pay plan competitive and recognize Staff's commitment to providing a high level of service to all citizens. All increases are performance based and will be transferred to recipient departments during the 2014 budget year. The 2014 budget has been reduced as a result of a net change in compensation as a result of organizational changes. | \$ | (8,355) |
|--|----|---------|

---

---

## LAND USE FUND

---

### Building

---

|   |    |         |
|---|----|---------|
| The City's Building Services is a contracted service. Pursuant to the contract with the City's contract provider, SafeBuilt, 75 percent (75%) of total receipts are to be paid to the contractor. Therefore, the amount included in the budget for Building Services is based upon projected revenue collection, and activity, during 2014. | \$ | 450,000 |
|---|----|---------|

---

|   |    |       |
|---|----|-------|
| The City's Contractor License Administration is a contracted service. Pursuant to the contract with the City's contract provider, SafeBuilt, 50 percent (50%) of total receipts are to be paid to the contractor. Therefore, the amount included in the budget for Contractor License Administration is based upon projected revenue collection, and activity, during 2014. | \$ | 2,500 |
|---|----|-------|

---

---

## CAPITAL IMPROVEMENT FUND

---

|  |    |          |
|--|----|----------|
| The 2014 budget includes a reduction in funding for the C-470 Coalition Support/Participation. This was one-time funding for 2013. | \$ | (50,000) |
|--|----|----------|

---

|  |    |        |
|--|----|--------|
| The 2014 budget includes an increase in funding for landscaping at the I-25 and County Line Road intersection. | \$ | 62,500 |
|--|----|--------|

---



|   |              |
|---|--------------|
| The 2014 budget includes an increase in funding for building maintenance and improvements. These funds are to be used for major capital repairs/maintenance on the Civic Center and the Public Works facilities. The increase is a result of the addition of the Public Works facility.   | \$ 50,000    |
| The 2013 budget included funding for the City's contribution to various joint intersection improvements. The 2014 budget does not include this additional funding.  | \$ (200,000) |
| The 2014 budget includes funding for Peakview & Dayton Intersection Improvements. This is a multi-agency project to replace signals, add turn lanes, and re-stripe the intersection.  | \$ 200,000   |
| The 2014 budget includes funding for Arapahoe Road & I-25 Interchange Construction. This funding is for the City's contribution to phase one of the improvements at Yosemite Street and Arapahoe Road.  | \$ 350,000   |
| The City was awarded federal funding for Smoky Hill & Himalaya Intersection Improvements. The grant funds and the City's portion of the project represent an increase to the 2014 budget.   | \$ 897,000   |
| The City was awarded federal funding for improvements to a sidewalk along University Boulevard from Arapahoe Road to Dry Creek. The grant funds and the City's portion of the project represent an increase to the 2014 budget.   | \$ 521,000   |
| The 2013 budget included funds for a traffic signal at Potomac Street and Briarwood Avenue. This project is to be funded through a Hazard Elimination state grant and a contribution from Dove Valley Metropolitan District. This was a one-time project and funds have been reduced from the 2014 budget.                        | \$ (303,000) |
| The 2014 budget includes additional funding for Major Structures. This will be the first of five contributions to a multi-agency project to rehabilitate the Arapahoe Road bridge over Big Dry Creek (\$100,000). This increase is offset by a decrease in funding for other bridge repairs that occurred during 2013 (\$50,000). | \$ 50,000    |
| The 2014 budget includes additional funding for Minor Structures. This funding will be used to address high priority bridge maintenance and repairs. It will also cover contingency funding for emergency repairs to fences and guard rails.  | \$ 50,000    |

### MISCELLANEOUS FUNDS

#### Open Space

|  |              |
|--|--------------|
| The 2014 budget includes additional funding for maintenance of City property provided by Arapahoe Parks and Recreation District (APRD).  | \$ 10,000    |
| The 2014 budget includes funding for several capital projects, including certain park improvements and new trails and signage (\$500,000). This increase in funding for projects is offset by a decrease in funding for park, trail, and open space maintenance (\$805,000). | \$ (305,000) |



---

**MISCELLANEOUS FUNDS**

---

**Conservation Trust Fund**

|  |    |        |
|--|----|--------|
| The 2014 budget includes additional funding for maintenance of Centennial Center Park, Potomac Park, and Southfield Park. The increase is due to greater than anticipated attendance at Centennial Center Park and increased irrigation needs. | \$ | 17,000 |
|--|----|--------|

|  |    |           |
|--|----|-----------|
| The 2014 budget includes additional funding for potential site improvements to the 39 acre Potomac Park site (\$300,000). This increase is offset by a decrease of funding that was included in the 2013 budget (\$750,000). | \$ | (450,000) |
|--|----|-----------|

|  |    |           |
|--|----|-----------|
| The 2013 budget included funding for potential City-wide acquisitions or improvements to regional parks and open space. The funding was one-time, and has been reduced from the 2014 budget. | \$ | (500,000) |
|--|----|-----------|

|  |    |         |
|--|----|---------|
| The 2014 budget includes funding for multi-use trails. | \$ | 100,000 |
|--|----|---------|

---

**MISCELLANEOUS FUNDS**

---

**Centennial Urban Redevelopment Authority**

|   |    |         |
|---|----|---------|
| The 2014 budget includes an increase in funding from the 2013 Adopted Budget primarily as a result of contractual obligations of the Authority to collect and distribute sales and property taxes above the base amount specified in the Public Finance Agreement (PFA). The amounts above the base, as specified in the PFA, are to be passed through to the Southglenn Metropolitan District. These amounts are also budgeted as revenues in the Authority. | \$ | 322,999 |
|---|----|---------|

---

|                         |           |                  |
|-------------------------|-----------|------------------|
| <b>TOTAL NET CHANGE</b> | <b>\$</b> | <b>1,528,601</b> |
|-------------------------|-----------|------------------|

---



**All Funds**  
**2012 Actual Expenditure Summary by Department and Budget Category**

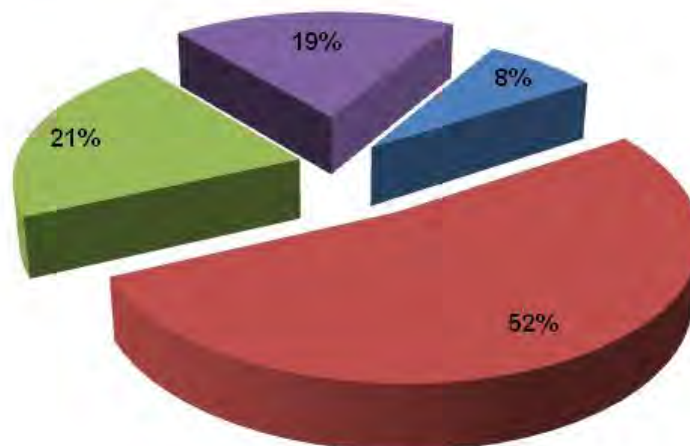
|  | Personnel<br>Services | Contracted<br>Services | Other Services<br>& Supplies | Capital<br>Outlay    | Total                |
|--|-----------------------|------------------------|------------------------------|----------------------|----------------------|
| <b><u>Legislative</u></b>              |                       |                        |                              |                      |                      |
| Elected Officials                      | \$ 88,480             | \$ 71,312              | \$ 122,180                   | \$ -                 | \$ 281,972           |
| City Attorney's Office                 | -                     | 640,173                | 5,140                        | -                    | 645,313              |
| City Clerk's Office                    | 247,384               | 49,659                 | 100,822                      | -                    | 397,865              |
| <b><u>City Management</u></b>          |                       |                        |                              |                      |                      |
| City Manager's Office                  | 932,210               | -                      | 8,416                        | -                    | 940,626              |
| <b><u>Administrative</u></b>           |                       |                        |                              |                      |                      |
| Human Resources                        | 264,194               | 33,129                 | 481,980                      | -                    | 779,303              |
| Information Technology                 | 355,229               | 265,634                | 155,398                      | -                    | 776,261              |
| Communications                         | -                     | -                      | 193,999                      | -                    | 193,999              |
| <b><u>Financial</u></b>                |                       |                        |                              |                      |                      |
| Finance                                | 834,618               | 704,766                | 40,808                       | -                    | 1,580,192            |
| Economic Development                   | -                     | 71,079                 | 44,148                       | -                    | 115,227              |
| Nondepartmental                        | -                     | 269,250                | 4,446,033                    | -                    | 4,715,283            |
| Central Services                       | -                     | -                      | 229,847                      | -                    | 229,847              |
| <b><u>Public Works</u></b>             |                       |                        |                              |                      |                      |
| Public Works                           | 965,127               | 9,976,130              | 1,057,039                    | 22,970               | 12,021,266           |
| Facilities & Fleet                     | -                     | 67,246                 | 238,593                      | 8,165                | 314,004              |
| Capital Improvement                    | -                     | -                      | 291,932                      | 11,755,444           | 12,047,376           |
| General Improvement Districts          | -                     | 99,764                 | 237,731                      | -                    | 337,495              |
| <b><u>Public Safety</u></b>            |                       |                        |                              |                      |                      |
| Public Safety                          | -                     | 18,645,129             | -                            | -                    | 18,645,129           |
| Animal Services                        | -                     | 598,857                | -                            | -                    | 598,857              |
| Municipal Court                        | 314,968               | 1,660,342              | 122,687                      | -                    | 2,097,997            |
| <b><u>Community Development</u></b>    |                       |                        |                              |                      |                      |
| Community Development Administration   | 1,109,153             | 2,133,938              | 322,604                      | -                    | 3,565,695            |
| Code Compliance                        | -                     | 395,000                | -                            | -                    | 395,000              |
| <b><u>Culture &amp; Recreation</u></b> |                       |                        |                              |                      |                      |
| Culture & Recreation                   | 962                   | -                      | 175,640                      | 1,237,318            | 1,413,920            |
| <b><u>Urban Redevelopment</u></b>      |                       |                        |                              |                      |                      |
| Urban Redevelopment                    | -                     | -                      | 6,085,043                    | -                    | 6,085,043            |
| <b>TOTAL EXPENDITURES</b>              | <b>\$ 5,112,325</b>   | <b>\$ 35,681,408</b>   | <b>\$ 14,360,040</b>         | <b>\$ 13,023,897</b> | <b>\$ 68,177,670</b> |





### All Funds - 2012 Actual Summary by Budget Category

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





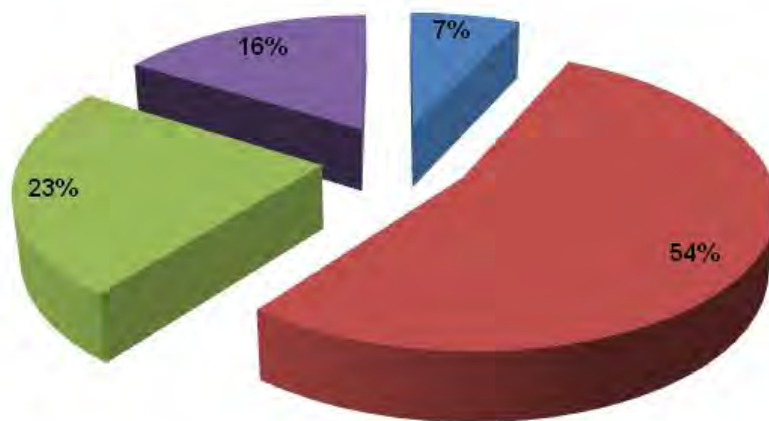
**All Funds**  
**2013 Adopted Budget Summary by Department and Budget Category**

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



## All Funds - 2013 Adopted Budget Summary by Budget Category

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





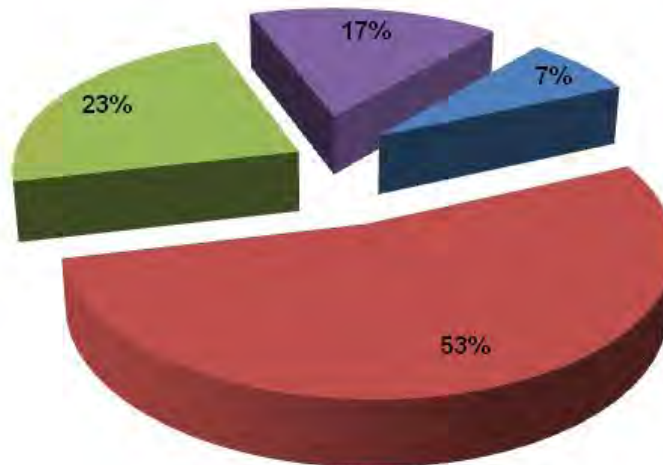
**All Funds**  
**2014 Adopted Budget Summary by Department and Budget Category**

|  | <b>Personnel<br/>Services</b> | <b>Contracted<br/>Services</b> | <b>Other Services<br/>&amp; Supplies</b> | <b>Capital<br/>Outlay</b> | <b>Total</b>         |
|--|-------------------------------|--------------------------------|--|---------------------------|----------------------|
| <b><u>Legislative</u></b>              |                               |                                |  |                           |                      |
| Elected Officials                      | \$ 90,999                     | \$ 81,687                      | \$ 187,563                               | \$ -                      | \$ 360,249           |
| City Attorney's Office                 | -                             | 758,799                        | -  | -                         | 758,799              |
| City Clerk's Office                    | 248,956                       | 60,397                         | 55,875                                   | -                         | 365,228              |
| <b><u>City Management</u></b>          |                               |                                |  |                           |                      |
| City Manager's Office                  | 1,218,856                     | -                              | 25,250                                   | -                         | 1,244,106            |
| Office of Innovation                   | -                             | 200,000                        | -  | -                         | 200,000              |
| <b><u>Administrative</u></b>           |                               |                                |  |                           |                      |
| Human Resources                        | 211,815                       | 92,400                         | 251,235                                  | -                         | 555,450              |
| Information Technology                 | 185,491                       | 427,555                        | 172,400                                  | -                         | 785,446              |
| Communications                         | 327,107                       | -                              | 299,000                                  | -                         | 626,107              |
| <b><u>Financial</u></b>                |                               |                                |  |                           |                      |
| Finance                                | 1,241,030                     | 821,564                        | 450,988                                  | -                         | 2,513,582            |
| Economic Development                   | -                             | 225,000                        | 79,000                                   | -                         | 304,000              |
| Nondepartmental                        | -                             | 433,120                        | 4,718,394                                | -                         | 5,151,514            |
| Central Services                       | -                             | -                              | 336,830                                  | -                         | 336,830              |
| <b><u>Public Works</u></b>             |                               |                                |  |                           |                      |
| Public Works                           | 480,881                       | 10,575,301                     | 1,048,843                                | -                         | 12,105,025           |
| Facilities & Fleet                     | -                             | -                              | 759,875                                  | 160,000                   | 919,875              |
| Capital Improvement                    | -                             | -                              | 387,500                                  | 9,608,000                 | 9,995,500            |
| General Improvement Districts          | -                             | 219,122                        | 301,708                                  | -                         | 520,830              |
| <b><u>Public Safety</u></b>            |                               |                                |  |                           |                      |
| Public Safety                          | -                             | 19,278,763                     | -  | -                         | 19,278,763           |
| Animal Services                        | -                             | 620,470                        | -  | -                         | 620,470              |
| Municipal Court                        | 382,519                       | 1,766,126                      | 142,630                                  | -                         | 2,291,275            |
| <b><u>Community Development</u></b>    |                               |                                |  |                           |                      |
| Community Development Administration   | 769,559                       | 2,106,705                      | 449,162                                  | -                         | 3,325,426            |
| Code Compliance                        | -                             | 419,869                        | 20,000                                   | -                         | 439,869              |
| <b><u>Culture &amp; Recreation</u></b> |                               |                                |  |                           |                      |
| Culture & Recreation                   | 80,000                        | -                              | 212,500                                  | 2,150,000                 | 2,442,500            |
| <b><u>Urban Redevelopment</u></b>      |                               |                                |  |                           |                      |
| Urban Redevelopment                    | -                             | -                              | 6,676,997                                | -                         | 6,676,997            |
| <b>TOTAL EXPENDITURES</b>              | <b>\$ 5,237,213</b>           | <b>\$ 38,086,878</b>           | <b>\$ 16,575,750</b>                     | <b>\$ 11,918,000</b>      | <b>\$ 71,817,841</b> |



## All Funds - 2014 Adopted Budget Summary by Budget Category

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





This Page Intentionally Left Blank



# Fund Summaries







## FUND SUMMARIES

### City of Centennial All Fund Types 2012 - 2014 Summary of Revenues

|                                 | 2012<br>Actual       | 2013<br>Adopted      | 2013<br>Revised      | 2014<br>Adopted      |
|---------------------------------|----------------------|----------------------|----------------------|----------------------|
| <b>REVENUES</b>                 |                      |                      |                      |                      |
| Sales Tax                       | \$ 32,275,693        | \$ 31,152,964        | \$ 32,637,811        | \$ 33,428,795        |
| Sales Tax - County              | 506,750              | 522,956              | 531,319              | 541,945              |
| Building Materials Use Tax      | 2,003,344            | 1,300,000            | 2,043,365            | 1,600,000            |
| Automobile Use Tax              | 3,458,033            | 3,387,936            | 3,791,197            | 3,867,021            |
| Property Tax                    | 13,301,715           | 13,830,256           | 13,747,634           | 13,947,437           |
| Franchise Fees                  | 4,646,174            | 4,728,296            | 4,863,961            | 4,875,617            |
| Specific Ownership Tax          | 539,677              | 516,325              | 567,643              | 567,643              |
| Motor Vehicle Registration Fees | 508,009              | 489,020              | 535,828              | 535,828              |
| Highway Users Tax Fund          | 4,846,842            | 4,836,894            | 4,680,199            | 4,703,600            |
| Cigarette Tax                   | 267,307              | 256,781              | 281,412              | 281,412              |
| Road and Bridge Shareback       | 615,814              | 615,631              | 620,301              | 620,301              |
| Right-of-Way Permit Fees        | 336,064              | 320,000              | 320,553              | 320,553              |
| Pavement Restoration Fees       | 51,566               | 90,000               | 31,817               | 31,817               |
| Animal Services Fines and Fees  | 91,153               | 67,058               | 67,058               | 67,058               |
| Court Fines                     | 2,004,690            | 2,004,210            | 1,949,209            | 1,949,209            |
| Liquor Licensing Fees           | 32,786               | 29,753               | 32,956               | 32,956               |
| Facility Rental Fees            | 51,600               | 51,600               | 51,600               | 55,395               |
| Licenses & Permits              | 3,209,520            | 2,557,000            | 3,754,000            | 3,132,000            |
| Investment Income               | 146,534              | 172,070              | 176,100              | 200,325              |
| Other Intergovernmental Revenue | 2,469,573            | 2,369,181            | 2,699,523            | 2,507,362            |
| Federal Grant Revenue           | 1,556,521            | -                    | 1,604,032            | 891,800              |
| Other Grant Revenue             | 496,100              | 75,300               | 1,014,402            | -                    |
| Insurance Proceeds              | 47,665               | -                    | 121,226              | -                    |
| All Other Revenues              | 836,896              | 644,922              | 967,303              | 481,965              |
| <b>TOTAL REVENUES</b>           | <b>\$ 74,300,026</b> | <b>\$ 70,018,153</b> | <b>\$ 77,090,449</b> | <b>\$ 74,640,039</b> |



**City of Centennial**  
**All Fund Types**  
**2012 - 2014 Summary of Expenditures by Function**

|  | 2012<br>Actual       | 2013<br>Adopted      | 2013<br>Revised        | 2014<br>Adopted      |
|--|----------------------|----------------------|------------------------|----------------------|
| <b><u>EXPENDITURES</u></b>                 |                      |                      |                        |                      |
| <b><u>Legislative</u></b>                  |                      |                      |                        |                      |
| Elected Officials                          | \$ 281,972           | \$ 336,789           | \$ 336,903             | \$ 360,249           |
| City Attorney's Office                     | 645,313              | 721,053              | 725,053                | 758,799              |
| City Clerk's Office                        | 397,865              | 451,530              | 448,341                | 365,228              |
| <b><u>City Management</u></b>              |                      |                      |                        |                      |
| City Manager's Office                      | 940,626              | 1,084,477            | 1,198,832              | 1,244,106            |
| Office of Innovation                       | -                    | -                    | 750,000                | 200,000              |
| <b><u>Administrative</u></b>               |                      |                      |                        |                      |
| Human Resources                            | 779,303              | 580,836              | 419,084                | 555,450              |
| Information Technology                     | 776,261              | 677,553              | 1,041,110              | 785,446              |
| Communications                             | 193,999              | 420,726              | 589,941                | 626,107              |
| <b><u>Financial</u></b>                    |                      |                      |                        |                      |
| Finance                                    | 1,580,192            | 2,407,917            | 2,381,842              | 2,513,582            |
| Economic Development                       | 115,227              | 300,500              | 221,511                | 304,000              |
| Nondepartmental                            | 4,715,283            | 5,414,924            | 5,165,052              | 5,151,514            |
| Central Services                           | 229,847              | 260,230              | 308,830                | 336,830              |
| <b><u>Public Works</u></b>                 |                      |                      |                        |                      |
| Public Works                               | 12,021,266           | 13,188,780           | 11,936,944             | 12,105,025           |
| Facilities & Fleet                         | 314,004              | 402,620              | 1,164,101              | 919,875              |
| Capital Improvement <sup>1</sup>           | 12,047,376           | 8,368,000            | 18,433,076             | 9,995,500            |
| General Improvement Districts <sup>2</sup> | 337,495              | 503,811              | 503,797                | 520,830              |
| <b><u>Public Safety</u></b>                |                      |                      |                        |                      |
| Law Enforcement                            | 18,645,129           | 18,916,174           | 18,620,581             | 19,278,763           |
| Animal Services                            | 598,857              | 601,102              | 616,102                | 620,470              |
| Municipal Court                            | 2,097,997            | 2,240,978            | 2,218,275              | 2,291,275            |
| <b><u>Community Development</u></b>        |                      |                      |                        |                      |
| Community Development                      | 3,565,695            | 3,004,068            | 3,817,692              | 3,325,426            |
| Code Compliance                            | 395,000              | 426,850              | 426,850                | 439,869              |
| <b><u>Culture &amp; Recreation</u></b>     |                      |                      |                        |                      |
| Culture & Recreation <sup>3</sup>          | 1,413,920            | 3,570,500            | 9,597,293              | 2,442,500            |
| <b><u>Urban Redevelopment</u></b>          |                      |                      |                        |                      |
| Urban Redevelopment <sup>2</sup>           | 6,085,043            | 6,353,998            | 6,311,074              | 6,676,997            |
| <b>TOTAL EXPENDITURES</b>                  | <b>\$ 68,177,670</b> | <b>\$ 70,233,416</b> | <b>\$ 87,232,284</b>   | <b>\$ 71,817,841</b> |
| <b>REVENUES OVER (UNDER)</b>               |                      |                      |                        |                      |
| <b>EXPENDITURES</b>                        | <b>\$ 6,122,356</b>  | <b>\$ (215,263)</b>  | <b>\$ (10,141,835)</b> | <b>\$ 2,822,198</b>  |



**City of Centennial  
All Fund Types  
2012 - 2014 Summary of Sources (Uses)**

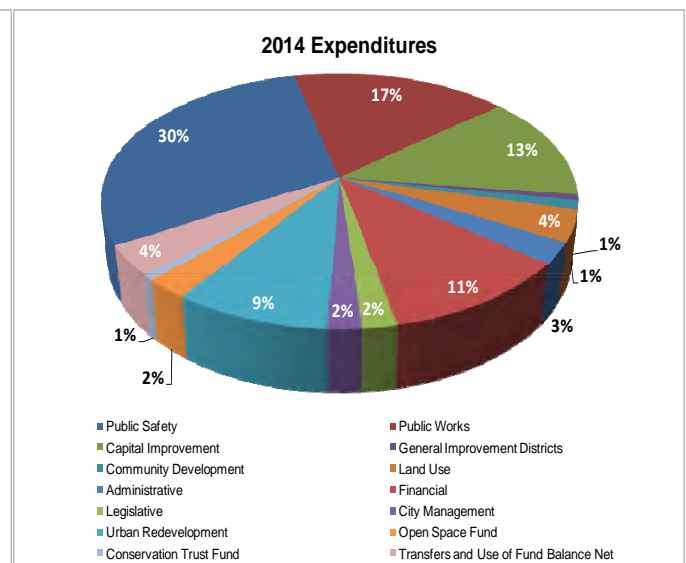
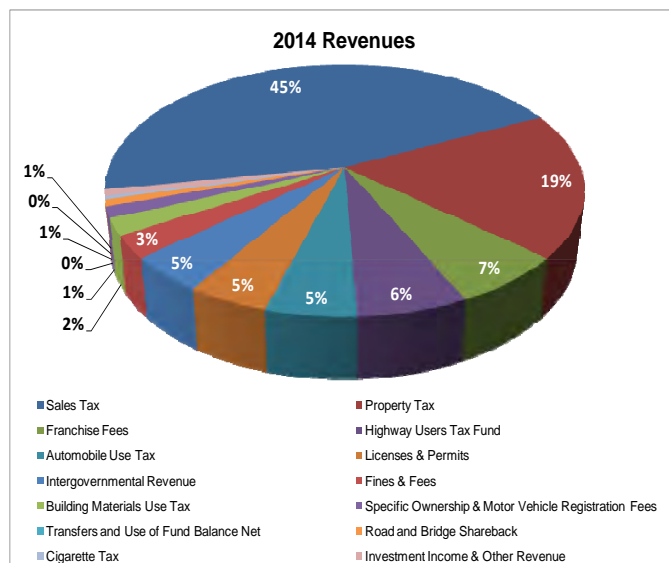
|  | 2012<br>Actual       | 2013<br>Adopted      | 2013<br>Revised        | 2014<br>Adopted      |
|--|----------------------|----------------------|------------------------|----------------------|
| <b>OTHER FINANCING SOURCES (USES)</b>                          |                      |                      |                        |                      |
| Fund Transfers/Use of Fund Balance                             | \$ 14,859,003        | \$ 7,945,163         | \$ 8,122,750           | \$ 8,817,837         |
| Land Use Fund Transfers  | 72,662               | 28,762               | 354,215                | 218,669              |
| Capital Improvement Fund Transfers                             | (14,931,665)         | (7,975,000)          | (9,782,000)            | (9,071,883)          |
| <b>TOTAL OTHER FINANCING SOURCES (USES)</b>                    | <b>\$ -</b>          | <b>\$ (1,075)</b>    | <b>\$ (1,305,035)</b>  | <b>\$ (35,377)</b>   |
| <b>TOTAL EXPENDITURES &amp; OTHER FINANCING SOURCES (USES)</b> | <b>\$ 68,177,670</b> | <b>\$ 70,234,491</b> | <b>\$ 88,537,319</b>   | <b>\$ 71,853,218</b> |
| <b>NET CHANGE IN FUND BALANCE<sup>4</sup></b>                  | <b>\$ 6,122,356</b>  | <b>\$ (216,338)</b>  | <b>\$ (11,446,870)</b> | <b>\$ 2,786,821</b>  |
| <b>FUND BALANCE/NET ASSETS - BEGINNING OF YEAR</b>             | <b>\$ 38,465,744</b> | <b>\$ 26,464,097</b> | <b>\$ 44,588,100</b>   | <b>\$ 33,141,230</b> |
| <b>FUND BALANCE/NET ASSETS - END OF YEAR</b>                   | <b>\$ 44,588,100</b> | <b>\$ 26,247,759</b> | <b>\$ 33,141,230</b>   | <b>\$ 35,928,051</b> |

<sup>1</sup>Capital Improvement Fund

<sup>2</sup>Other Governmental Funds (Includes General Improvement Districts and CURA)

<sup>3</sup>Open Space and Conservation Trust Funds

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





**City of Centennial  
General Fund  
2012 - 2014 Summary of Revenues**

|                                 | 2012<br>Actual       | 2013<br>Adopted      | 2013<br>Revised      | 2014<br>Adopted      | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg       |
|---------------------------------|----------------------|----------------------|----------------------|----------------------|---|-------------|
| <b>REVENUES</b>                 |                      |                      |                      |                      |   |             |
| Sales Tax                       | \$ 31,761,997        | \$ 30,426,653        | \$ 31,882,525        | \$ 32,310,586        | \$ 1,883,933                            | 6.2%        |
| Business/Sales Tax License      | 102,000              | 50,852               | 50,852               | 102,000              | 51,148                                  | 100.6%      |
| Sales Tax - County              | 506,750              | 522,956              | 531,319              | 541,945              | 18,989                                  | 3.6%        |
| Building Materials Use Tax      | 2,003,344            | 1,300,000            | 2,043,365            | 1,600,000            | 300,000                                 | 23.1%       |
| Property Tax                    | 7,723,151            | 7,993,474            | 7,983,752            | 8,182,269            | 188,795                                 | 2.4%        |
| Highway Users Tax Fund          | 4,846,842            | 4,836,894            | 4,680,199            | 4,703,600            | (133,294)                               | -2.8%       |
| Gas Franchise Fee - Xcel        | 809,694              | 863,020              | 848,490              | 848,490              | (14,530)                                | -1.7%       |
| Electric Franchise Fee - Xcel   | 2,186,667            | 2,226,012            | 2,298,372            | 2,298,372            | 72,360                                  | 3.3%        |
| Electric Franchise Fee - IREA   | 523,099              | 520,330              | 551,494              | 551,494              | 31,164                                  | 6.0%        |
| Cable TV Franchise Fee          | 1,126,714            | 1,118,934            | 1,165,605            | 1,177,261            | 58,327                                  | 5.2%        |
| Specific Ownership Tax          | 522,803              | 500,303              | 551,621              | 551,621              | 51,318                                  | 10.3%       |
| Motor Vehicle Registration Fees | 508,009              | 489,020              | 535,828              | 535,828              | 46,808                                  | 9.6%        |
| Automobile Use Tax              | 3,458,033            | 3,387,936            | 3,791,197            | 3,867,021            | 479,085                                 | 14.1%       |
| Cigarette Tax                   | 267,307              | 256,781              | 281,412              | 281,412              | 24,631                                  | 9.6%        |
| Road and Bridge Shareback       | 615,814              | 615,631              | 620,301              | 620,301              | 4,670                                   | 0.8%        |
| Right-of-Way Permit Fees        | 336,064              | 320,000              | 320,553              | 320,553              | 553                                     | 0.2%        |
| Animal Services Fines and Fees  | 91,153               | 67,058               | 67,058               | 67,058               | -                                       | 0.0%        |
| Court Fines                     | 2,004,690            | 2,004,210            | 1,949,209            | 1,949,209            | (55,001)                                | -2.7%       |
| Investment Income               | 132,102              | 161,500              | 165,000              | 188,700              | 27,200                                  | 16.8%       |
| Liquor Licensing Fees           | 32,786               | 29,753               | 32,956               | 32,956               | 3,203                                   | 10.8%       |
| Facility Rental Fees            | 51,600               | 51,600               | 51,600               | 55,395               | 3,795                                   | 7.4%        |
| Passports                       | 58,960               | 75,900               | 89,495               | 89,495               | 13,595                                  | 17.9%       |
| Building Rent Recovery          | 40,470               | 40,470               | 40,470               | 40,470               | -                                       | 0.0%        |
| Federal Grant Revenue           | 692                  | -                    | -                    | -                    | -                                       | -           |
| Other Grant Revenue             | -                    | -                    | -                    | -                    | -                                       | -           |
| Intergovernmental Revenue       | 86,815               | 40,000               | 40,000               | 40,000               | -                                       | 0.0%        |
| Insurance Proceeds              | 47,665               | -                    | 121,226              | -                    | -                                       | -           |
| Miscellaneous Revenue           | 307,888              | 100,000              | 233,268              | 100,000              | -                                       | 0.0%        |
| <b>TOTAL REVENUES</b>           | <b>\$ 60,153,109</b> | <b>\$ 57,999,287</b> | <b>\$ 60,927,167</b> | <b>\$ 61,056,036</b> | <b>\$ 3,056,749</b>                     | <b>5.3%</b> |



**City of Centennial  
General Fund  
2012 - 2014 Summary of Expenditures**

|                                      | 2012<br>Actual       | 2013<br>Adopted      | 2013<br>Revised      | 2014<br>Adopted      | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg        |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|---|--------------|
| <b>EXPENDITURES</b>                  |                      |                      |                      |                      |   |              |
| <b><u>Legislative</u></b>            |                      |                      |                      |                      |   |              |
| Elected Officials                    | \$ 281,972           | \$ 336,789           | \$ 336,903           | \$ 360,249           | \$ 23,460                               | 7.0%         |
| City Attorney's Office               | 645,313              | 721,053              | 725,053              | 758,799              | 37,746                                  | 5.2%         |
| City Clerk's Office                  | 397,865              | 451,530              | 448,341              | 365,228              | (86,302)                                | -19.1%       |
| <b><u>City Management</u></b>        |                      |                      |                      |                      |   |              |
| City Manager's Office                | 940,626              | 1,084,477            | 1,198,832            | 1,244,106            | 159,629                                 | 14.7%        |
| Office of Innovation                 | -                    | -                    | 750,000              | 200,000              | 200,000                                 | -            |
| <b><u>Administrative</u></b>         |                      |                      |                      |                      |   |              |
| Human Resources                      | 779,303              | 580,836              | 419,084              | 555,450              | (25,386)                                | -4.4%        |
| Information Technology               | 776,261              | 677,553              | 1,041,110            | 785,446              | 107,893                                 | 15.9%        |
| Communications                       | 193,999              | 420,726              | 589,941              | 626,107              | 205,381                                 | 48.8%        |
| <b><u>Financial</u></b>              |                      |                      |                      |                      |   |              |
| Finance                              | 1,580,192            | 2,407,917            | 2,381,842            | 2,513,582            | 105,665                                 | 4.4%         |
| Economic Development                 | 115,227              | 300,500              | 221,511              | 304,000              | 3,500                                   | 1.2%         |
| Nondepartmental                      | 4,715,283            | 5,414,924            | 5,165,052            | 5,151,514            | (263,410)                               | -4.9%        |
| Central Services                     | 229,847              | 260,230              | 308,830              | 336,830              | 76,600                                  | 29.4%        |
| <b><u>Public Works</u></b>           |                      |                      |                      |                      |   |              |
| Public Works                         | 12,021,266           | 13,188,780           | 11,936,944           | 12,105,025           | (1,083,755)                             | -8.2%        |
| Facilities & Fleet                   | 314,004              | 402,620              | 1,164,101            | 919,875              | 517,255                                 | 128.5%       |
| <b><u>Public Safety</u></b>          |                      |                      |                      |                      |   |              |
| Law Enforcement                      | 18,645,129           | 18,916,174           | 18,620,581           | 19,278,763           | 362,589                                 | 1.9%         |
| Animal Services                      | 598,857              | 601,102              | 616,102              | 620,470              | 19,368                                  | 3.2%         |
| Municipal Court                      | 2,097,997            | 2,240,978            | 2,218,275            | 2,291,275            | 50,297                                  | 2.2%         |
| <b><u>Community Development</u></b>  |                      |                      |                      |                      |   |              |
| Community Development Administration | 428,837              | 475,830              | 417,907              | 412,095              | (63,735)                                | -13.4%       |
| Code Compliance                      | 395,000              | 426,850              | 426,850              | 439,869              | 13,019                                  | 3.1%         |
| <b>TOTAL EXPENDITURES</b>            | <b>\$ 45,156,978</b> | <b>\$ 48,908,869</b> | <b>\$ 48,987,259</b> | <b>\$ 49,268,683</b> | <b>\$ 359,814</b>                       | <b>0.7%</b>  |
| <b>REVENUES OVER (UNDER)</b>         |                      |                      |                      |                      |   |              |
| <b>EXPENDITURES</b>                  | <b>\$ 14,996,131</b> | <b>\$ 9,090,418</b>  | <b>\$ 11,939,908</b> | <b>\$ 11,787,353</b> | <b>\$ 2,696,935</b>                     | <b>29.7%</b> |

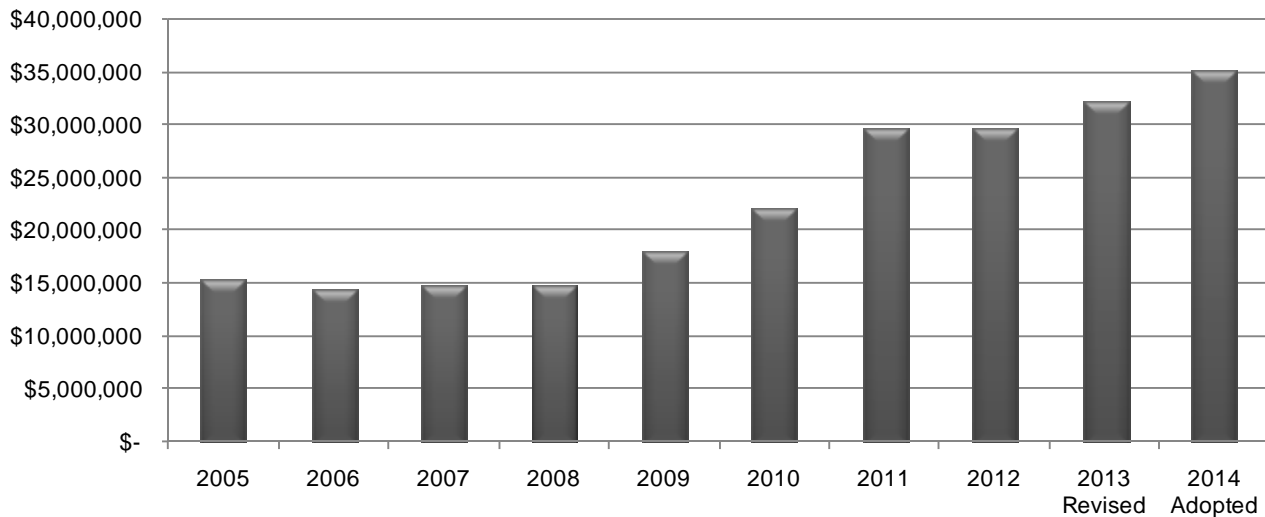




**City of Centennial  
General Fund  
2012 - 2014 Summary of Other Financing Sources (Uses)**

|  | 2012<br>Actual         | 2013<br>Adopted       | 2013<br>Revised       | 2014<br>Adopted       | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg        |
|--|------------------------|-----------------------|-----------------------|-----------------------|---|--------------|
| <b>OTHER FINANCING<br/>SOURCES (USES)</b>                          |                        |                       |                       |                       |   |              |
| Land Use Fund Transfers  | \$ 72,662              | \$ 28,762             | \$ 354,215            | \$ 218,669            | \$ (189,907)                            | 660.3%       |
| Capital Improvement Fund Transfers                                 | (14,931,665)           | (7,975,000)           | (9,782,000)           | (9,071,883)           | 1,096,883                               | 13.8%        |
| <b>TOTAL OTHER<br/>FINANCING SOURCES (USES)</b>                    | <b>\$ (14,859,003)</b> | <b>\$ (7,946,238)</b> | <b>\$ (9,427,785)</b> | <b>\$ (8,853,214)</b> | <b>\$ 906,976</b>                       | <b>11.4%</b> |
| <b>TOTAL EXPENDITURES &amp;<br/>OTHER FINANCING SOURCES (USES)</b> |                        |                       |                       |                       |   |              |
|  | \$ 60,015,981          | \$ 56,855,107         | \$ 58,415,044         | \$ 58,121,897         | \$ 1,266,790                            | 2.2%         |
| <b>NET CHANGE IN<br/>FUND BALANCE</b>                              |                        |                       |                       |                       |   |              |
|  | \$ 137,128             | \$ 1,144,180          | \$ 2,512,123          | \$ 2,934,139          | \$ 1,789,959                            | 156.4%       |
| <b>FUND BALANCE/NET ASSETS -<br/>BEGINNING OF YEAR</b>             |                        |                       |                       |                       |   |              |
|  | \$ 29,514,759          | \$ 24,860,943         | \$ 29,651,887         | \$ 32,164,010         | \$ 7,303,067                            | 29.4%        |
| <b>FUND BALANCE/NET ASSETS -<br/>END OF YEAR</b>                   |                        |                       |                       |                       |   |              |
|  | \$ 29,651,887          | \$ 26,005,123         | \$ 32,164,010         | \$ 35,098,149         | \$ 9,093,026                            | 35.0%        |

**Fund Balance  
General Fund**

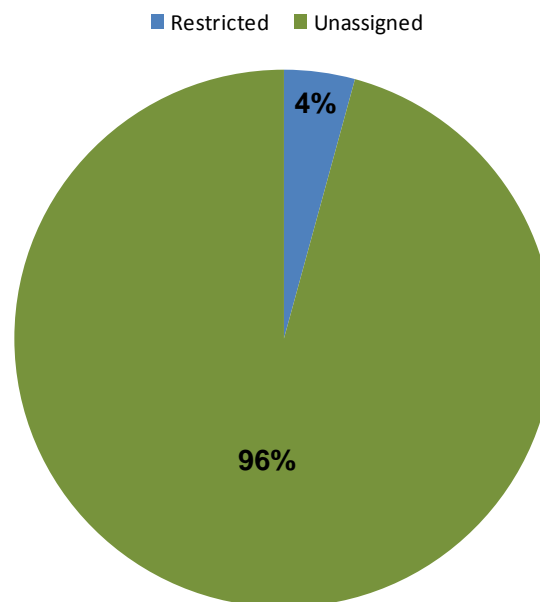




**City of Centennial  
General Fund  
2012 - 2014 Reserves**

|                                    | 2012<br>Actual       | 2013<br>Adopted      | 2013<br>Revised      | 2014<br>Adopted      |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|
| <b>Nonspendable</b>                |                      |                      |                      |                      |
| Prepaid items                      | \$ 4,009             | \$ -                 | \$ -                 | \$ -                 |
| <b>Restricted</b>                  |                      |                      |                      |                      |
| TABOR Emergency Reserves           | 1,358,802            | 1,467,266            | 1,469,618            | 1,478,060            |
| Community Events                   | 12,500               | 12,500               | 12,500               | 12,500               |
| <b>Unassigned</b>                  | 28,276,576           | 24,525,357           | 30,681,892           | 33,607,589           |
| <b>TOTAL GENERAL FUND RESERVES</b> | <b>\$ 29,651,887</b> | <b>\$ 26,005,123</b> | <b>\$ 32,164,010</b> | <b>\$ 35,098,149</b> |

**General Fund  
2014 Adopted Reserves**





**City of Centennial  
Land Use Fund  
2012 - 2014 Summary of Revenues**

|                                   | 2012<br>Actual      | 2013<br>Adopted     | 2013<br>Revised     | 2014<br>Adopted     | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg        |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---|--------------|
| <b>REVENUES</b>                   |                     |                     |                     |                     |   |              |
| Building Permit Fees              | \$ 2,016,727        | \$ 1,330,000        | \$ 2,400,000        | \$ 1,950,000        | \$ 620,000                              | 46.6%        |
| Building Plan Review Fees         | 494,533             | 470,000             | 500,000             | 450,000             | (20,000)                                | -4.3%        |
| Subtotal Building Services        | \$ 2,511,260        | \$ 1,800,000        | \$ 2,900,000        | \$ 2,400,000        | \$ 600,000                              | 33.3%        |
| Contractor Licensing              | \$ 247,585          | \$ 230,000          | \$ 260,000          | \$ 235,000          | \$ 5,000                                | 2.2%         |
| Transit Shelter Administration    | 78,000              | 88,000              | 90,000              | 85,000              | (3,000)                                 | -3.4%        |
| Subtotal Contractor Licensing     | \$ 325,585          | \$ 318,000          | \$ 350,000          | \$ 320,000          | \$ 2,000                                | 0.6%         |
| Land Development Applications     | \$ 177,160          | \$ 200,000          | \$ 250,000          | \$ 200,000          | \$ -                                    | 0.0%         |
| Misc. Engineering Permits (ROW)   | 10,143              | 20,000              | 10,000              | 10,000              | (10,000)                                | -50.0%       |
| Construction Drawings (CD)        | 32,100              | 45,000              | 80,000              | 60,000              | 15,000                                  | 33.3%        |
| Subdivision Improvement Agreement | 6,000               | 10,000              | 20,000              | 15,000              | 5,000                                   | 50.0%        |
| Site Inspections                  | 17,400              | 25,000              | 25,000              | 20,000              | (5,000)                                 | -20.0%       |
| Sign Permits                      | 56,805              | 60,000              | 50,000              | 50,000              | (10,000)                                | -16.7%       |
| Fence Permits                     | 23,537              | 25,000              | 5,000               | 5,000               | (20,000)                                | -80.0%       |
| CMRS Permits                      | 15,300              | 14,000              | 14,000              | 12,000              | (2,000)                                 | -14.3%       |
| Legal Services - Review of AWOs   | 28,474              | 40,000              | 50,000              | 40,000              | -                                       | 0.0%         |
| Change in Deferred Revenue        | (11,967)            | -                   | -                   | -                   | -                                       | -            |
| Other Revenue                     | 17,723              | -                   | -                   | -                   | -                                       | -            |
| Subtotal Permits/Plan Review      | \$ 372,675          | \$ 439,000          | \$ 504,000          | \$ 412,000          | \$ (27,000)                             | -6.2%        |
| <b>TOTAL REVENUES</b>             | <b>\$ 3,209,520</b> | <b>\$ 2,557,000</b> | <b>\$ 3,754,000</b> | <b>\$ 3,132,000</b> | <b>\$ 575,000</b>                       | <b>22.5%</b> |



**City of Centennial  
Land Use Fund  
2012 - 2014 Summary of Expenses**

|   | 2012<br>Actual      | 2013<br>Adopted     | 2013<br>Revised     | 2014<br>Adopted     | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg         |
|---|---------------------|---------------------|---------------------|---------------------|---|---------------|
| <b>EXPENSES</b>                                 |                     |                     |                     |                     |   |               |
| <b><u>Personnel Services:</u></b>               |                     |                     |                     |                     |   |               |
| Salaries and Wages                              | \$ 562,657          | \$ 338,836          | \$ 304,724          | \$ 299,707          | \$ (39,129)                             | -11.5%        |
| Benefits  | 166,337             | 137,285             | 111,736             | 113,757             | (23,528)                                | -17.1%        |
| <b>Total Personnel Services</b>                 | <b>\$ 728,994</b>   | <b>\$ 476,121</b>   | <b>\$ 416,460</b>   | <b>\$ 413,464</b>   | <b>\$ (62,657)</b>                      | <b>-13.2%</b> |
| <b><u>Contracted Services:</u></b>              |                     |                     |                     |                     |   |               |
| <b><u>Permitting and Inspections</u></b>        |                     |                     |                     |                     |   |               |
| Building Services                               | \$ 1,885,909        | \$ 1,350,000        | \$ 2,275,000        | \$ 1,800,000        | \$ 450,000                              | 33.3%         |
| Home Improvement Program Incentive              | 4,766               | 20,000              | 20,000              | 20,000              | -                                       | 0.0%          |
| <b>Subtotal Permitting and Inspections</b>      | <b>\$ 1,890,675</b> | <b>\$ 1,370,000</b> | <b>\$ 2,295,000</b> | <b>\$ 1,820,000</b> | <b>\$ 450,000</b>                       | <b>32.8%</b>  |
| <b><u>Contractor License Administration</u></b> |                     |                     |                     |                     |   |               |
| Contractor License Administration               | \$ 123,793          | \$ 115,000          | \$ 140,000          | \$ 117,500          | \$ 2,500                                | 2.2%          |
| Bus/Bench Maintenance                           | 12,554              | 16,200              | 16,200              | 16,200              | -                                       | 0.0%          |
| Land Use Fund Administration                    | 136,347             | 131,200             | 156,200             | 133,700             | 2,500                                   | 1.9%          |
| Bus Bench Repair/Replacement                    | -                   | 9,400               | 9,400               | 9,400               | -                                       | 0.0%          |
| <b>Subtotal Contractor Licensing</b>            | <b>\$ 136,347</b>   | <b>\$ 140,600</b>   | <b>\$ 165,600</b>   | <b>\$ 143,100</b>   | <b>\$ 2,500</b>                         | <b>1.8%</b>   |
| <b><u>Permits/Plan Review</u></b>               |                     |                     |                     |                     |   |               |
| <b><u>Applicant Work Orders (AWOs)</u></b>      |                     |                     |                     |                     |   |               |
| Land Development Applications                   | \$ -                | \$ 5,000            | \$ 5,000            | \$ 5,000            | \$ -                                    | 0.0%          |
| Legal Services - Review of AWOs                 | 19,086              | 40,000              | 40,000              | 41,109              | 1,109                                   | 2.8%          |
| <b>Subtotal Permits/Plan Review</b>             | <b>\$ 19,086</b>    | <b>\$ 45,000</b>    | <b>\$ 45,000</b>    | <b>\$ 46,109</b>    | <b>\$ 1,109</b>                         | <b>2.5%</b>   |
| Legal Services - General                        | \$ 87,830           | \$ 90,000           | \$ 90,000           | \$ 92,496           | \$ 2,496                                | 2.8%          |
| Legal Services - Zoning Map Update              | -                   | 5,000               | 5,000               | 5,000               | -                                       | 0.0%          |
| <b>Total Contracted Services</b>                | <b>\$ 2,133,938</b> | <b>\$ 1,650,600</b> | <b>\$ 2,600,600</b> | <b>\$ 2,106,705</b> | <b>\$ 456,105</b>                       | <b>27.6%</b>  |



**City of Centennial  
Land Use Fund  
2012 - 2014 Summary of Expenses & Other Financing Sources (Uses)**

|   | 2012<br>Actual      | 2013<br>Adopted     | 2013<br>Revised     | 2014<br>Adopted     | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg          |
|---|---------------------|---------------------|---------------------|---------------------|---|----------------|
| <b><u>Other Services &amp; Supplies:</u></b>        |                     |                     |                     |                     |   |                |
| Professional Services                               | \$ 48,669           | \$ 30,000           | \$ 30,000           | \$ 26,000           | \$ (4,000)                              | -13.3%         |
| Professional Engineering Services                   | -                   | 150,000             | 150,000             | 150,000             | -                                       | 0.0%           |
| Payroll Processing                                  | 1,996               | 4,000               | 4,000               | 4,000               | -                                       | 0.0%           |
| Personnel Services:                                 |                     |                     |                     |                     |   |                |
| Raise Pool  | -                   | 18,792              | -                   | 10,437              | (8,355)                                 | -44.5%         |
| Land Use Case Archiving Services                    | -                   | 1,000               | 1,000               | 1,000               | -                                       | 0.0%           |
| Purchased Non-Capital Equipment                     | 4,772               | -                   | -                   | -                   | -                                       | -              |
| Equipment/Building - Rental, Repair,<br>Maintenance | 8,888               | 30,000              | 30,000              | 30,000              | -                                       | 0.0%           |
| Postage & Courier Services                          | 937                 | 1,000               | 1,000               | 1,000               | -                                       | 0.0%           |
| Printing & Publishing Services                      | 9,898               | 5,000               | 5,000               | 5,000               | -                                       | 0.0%           |
| Office Supplies                                     | 12,838              | 12,500              | 12,500              | 12,500              | -                                       | 0.0%           |
| Software Supplies                                   | 37,399              | 34,400              | 34,400              | 38,400              | 4,000                                   | 11.6%          |
| Publications and Subscriptions                      | 256                 | 3,000               | 3,000               | 3,000               | -                                       | 0.0%           |
| Dues and Memberships                                | 1,860               | 2,000               | 2,000               | 2,000               | -                                       | 0.0%           |
| Meetings/Training/Travel                            | 18,541              | 25,000              | 25,000              | 25,000              | -                                       | 0.0%           |
| Vehicle Fuel & Maintenance Supplies                 | 1,592               | 1,500               | 1,500               | 1,500               | -                                       | 0.0%           |
| Depreciation - Equipment & Vehicles                 | 23,653              | -                   | -                   | -                   | -                                       | -              |
| Bank/Merchant Processing                            | 59,980              | 40,000              | 40,000              | 40,000              | -                                       | 0.0%           |
| Office Rent   | 38,325              | 38,325              | 38,325              | 38,325              | -                                       | 0.0%           |
| Miscellaneous                                       | 4,322               | 5,000               | 5,000               | 5,000               | -                                       | 0.0%           |
| <b>Total Other Services &amp; Supplies</b>          | <b>\$ 273,926</b>   | <b>\$ 401,517</b>   | <b>\$ 382,725</b>   | <b>\$ 393,162</b>   | <b>\$ (8,355)</b>                       | <b>-2.1%</b>   |
| <b>TOTAL EXPENSES</b>                               | <b>\$ 3,136,858</b> | <b>\$ 2,528,238</b> | <b>\$ 3,399,785</b> | <b>\$ 2,913,331</b> | <b>\$ 385,093</b>                       | <b>15.2%</b>   |
| <b>REVENUES OVER (UNDER) EXPENSES</b>               | <b>\$ 72,662</b>    | <b>\$ 28,762</b>    | <b>\$ 354,215</b>   | <b>\$ 218,669</b>   | <b>\$ 189,907</b>                       | <b>660.3%</b>  |
| <b><u>OTHER FINANCING SOURCES (USES)</u></b>        |                     |                     |                     |                     |   |                |
| Transfers In - Gen. Fund Use Tax<br>Allocation      | \$ 500,836          | \$ 325,000          | \$ 510,841          | \$ 400,000          | \$ 75,000                               | 23.1%          |
| Transfers In (Out) - Gen. Fund Transfer             | (573,498)           | (353,762)           | (865,056)           | (618,669)           | (264,907)                               | -74.9%         |
| <b>TOTAL OTHER FINANCING SOURCES<br/>(USES)</b>     | <b>\$ (72,662)</b>  | <b>\$ (28,762)</b>  | <b>\$ (354,215)</b> | <b>\$ (218,669)</b> | <b>\$ (189,907)</b>                     | <b>-660.3%</b> |
| <b>NET CHANGE IN FUND BALANCE</b>                   | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>                             | <b>-</b>       |
| <b>FUND BALANCE -<br/>BEGINNING OF YEAR</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>                             | <b>-</b>       |
| <b>FUND BALANCE - END OF YEAR</b>                   | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>                             | <b>-</b>       |



**City of Centennial  
Land Use Fund  
2012 - 2014 Reserves**

|                            | 2012<br>Actual |          | 2013<br>Adopted |          | 2013<br>Revised |           | 2014<br>Adopted |          |
|----------------------------|----------------|----------|-----------------|----------|-----------------|-----------|-----------------|----------|
| <b>Restricted</b>          |                |          |                 |          |                 |           |                 |          |
| TABOR Reserve              | \$             | 94,106   | \$              | 75,847   | \$              | 101,994   | \$              | 87,400   |
| <b>Unassigned</b>          |                | (94,106) |                 | (75,847) |                 | (101,994) |                 | (87,400) |
| <b>TOTAL FUND RESERVES</b> | <b>\$</b>      | <b>-</b> | <b>\$</b>       | <b>-</b> | <b>\$</b>       | <b>-</b>  | <b>\$</b>       | <b>-</b> |





**City of Centennial  
Capital Improvement Fund  
2012 - 2014 Summary of Revenues & Expenditures**

|                           | 2012<br>Actual      | 2013<br>Adopted   | 2013<br>Revised     | 2014<br>Adopted   | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg         |
|---------------------------|---------------------|-------------------|---------------------|-------------------|---|---------------|
| <b>REVENUES</b>           |                     |                   |                     |                   |   |               |
| Pavement Restoration Fees | \$ 51,566           | \$ 90,000         | \$ 31,817           | \$ 31,817         | \$ (58,183)                             | -64.6%        |
| Other Contributions       | -                   | 227,700           | 403,218             | -                 | (227,700)                               | -100.0%       |
| Miscellaneous             | 27,916              | -                 | -                   | -                 | -                                       | -             |
| Other Grant Revenue       | -                   | 75,300            | -                   | -                 | (75,300)                                | -100.0%       |
| Federal Grant Revenue     | 1,555,829           | -                 | 1,604,032           | 891,800           | 891,800                                 | -             |
| <b>TOTAL REVENUES</b>     | <b>\$ 1,635,311</b> | <b>\$ 393,000</b> | <b>\$ 2,039,067</b> | <b>\$ 923,617</b> | <b>\$ 530,617</b>                       | <b>135.0%</b> |

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

|   |           |        |          |        |          |         |
|---|-----------|--------|----------|--------|----------|---------|
| Transportation Master Plan                  | \$ 69,884 | \$ -   | \$ 9,689 | \$ -   | \$ -     | -       |
| General Transportation Studies              | -         | 50,000 | 50,000   | 50,000 | -        | 0.0%    |
| C-470 Coalition Support/Participation       | 50,000    | 50,000 | 50,000   | -      | (50,000) | -100.0% |
| Environmental Assessment -<br>Arapahoe/I-25 | 12,103    | -      | -        | -      | -        | -       |
| I-25/County Line Road Landscaping           | -         | -      | -        | 62,500 | 62,500   | -       |

**Construction Services**

## Capital Improvement Program -

|                             |         |         |         |         |   |      |
|-----------------------------|---------|---------|---------|---------|---|------|
| Contracted Support Services | 159,945 | 275,000 | 275,000 | 275,000 | - | 0.0% |
|-----------------------------|---------|---------|---------|---------|---|------|

|  |                   |                   |                   |                   |                  |             |
|--|-------------------|-------------------|-------------------|-------------------|------------------|-------------|
| <b>Total Other Services &amp; Supplies</b> | <b>\$ 291,932</b> | <b>\$ 375,000</b> | <b>\$ 384,689</b> | <b>\$ 387,500</b> | <b>\$ 12,500</b> | <b>3.3%</b> |
|--|-------------------|-------------------|-------------------|-------------------|------------------|-------------|

**Capital Outlay:****Building**

|                                     |                     |                   |                     |                   |                  |              |
|-------------------------------------|---------------------|-------------------|---------------------|-------------------|------------------|--------------|
| Building                            | \$ 2,754,889        | \$ -              | \$ 2,790,112        | \$ -              | \$ -             | -            |
| Building Maintenance & Improvements | 4,121               | 50,000            | 174,733             | 100,000           | 50,000           | 100.0%       |
| Building Contingency                | -                   | 50,000            | 200,000             | 50,000            | -                | 0.0%         |
| <b>Subtotal Building</b>            | <b>\$ 2,759,010</b> | <b>\$ 100,000</b> | <b>\$ 3,164,845</b> | <b>\$ 150,000</b> | <b>\$ 50,000</b> | <b>50.0%</b> |

**New Construction**

|                          |                   |             |                  |             |             |          |
|--------------------------|-------------------|-------------|------------------|-------------|-------------|----------|
| <b>Land Improvements</b> | <b>\$ 387,397</b> | <b>\$ -</b> | <b>\$ 12,603</b> | <b>\$ -</b> | <b>\$ -</b> | <b>-</b> |
|--------------------------|-------------------|-------------|------------------|-------------|-------------|----------|



**City of Centennial  
Capital Improvement Fund  
2012 - 2014 Summary of Expenditures**

|  | 2012<br>Actual | 2013<br>Adopted | 2013<br>Revised | 2014<br>Adopted | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg   |
|--|----------------|-----------------|-----------------|-----------------|---|---------|
| <u>Streets &amp; Intersections</u>                       |                |                 |                 |                 |   |         |
| Arapahoe Road Rehab (Colorado - Holly)                   | \$ 650         | \$ -            | \$ -            | \$ -            | \$ -                                    | -       |
| TAGAWA Road  | -              | -               | 302,109         | -               | -                                       | -       |
| Arapahoe Road Design (Waco - Himalaya)                   | 48,172         | -               | 4,013,602       | -               | -                                       | -       |
| Peoria Reconstruction & Intersection Improvements        | 1,112,636      | -               | 65,755          | -               | -                                       | -       |
| Arapahoe Rd - Holly/Krameria                             | 1,152,943      | -               | 66,008          | -               | -                                       | -       |
| Arapahoe Rd - Guardrail and Shoulder Improvements        | -              | -               | 54,812          | -               | -                                       | -       |
| Intergovernmental Intersection Improvements              | -              | 200,000         | 200,000         | -               | (200,000)                               | -100.0% |
| County Line Road Study                                   | -              | -               | 50,000          | -               | -                                       | -       |
| County Line Road Improvements                            | -              | 100,000         | 100,000         | 100,000         | -                                       | 0.0%    |
| Peakview & Dayton Intersection Improvements              | -              | -               | -               | 200,000         | 200,000                                 | -       |
| Arapahoe Road & I-25 Interchange Replacement Design      | -              | -               | 300,000         | -               | -                                       | -       |
| Arapahoe Road & I-25 Interchange Construction            | -              | -               | -               | 350,000         | 350,000                                 | -       |
| Smoky Hill & Himalaya Intersection Improvements          | -              | -               | -               | 897,000         | 897,000                                 | -       |
| Grant Match Funds/Other                                  | -              | 75,000          | 75,000          | 75,000          | -                                       | 0.0%    |
| Subtotal Streets & Intersections                         | \$ 2,314,401   | \$ 375,000      | \$ 5,227,286    | \$ 1,622,000    | \$ 1,247,000                            | 332.5%  |
| <u>Sidewalks</u>   |                |                 |                 |                 |   |         |
| University Boulevard - Arapahoe Road to Dry Creek Infill | \$ -           | \$ -            | \$ -            | \$ 521,000      | \$ 521,000                              | -       |
| Infill Sidewalk Program                                  | 4,999          | 75,000          | 180,544         | 75,000          | -                                       | 0.0%    |
| Subtotal Sidewalks                                       | \$ 4,999       | \$ 75,000       | \$ 180,544      | \$ 596,000      | \$ 521,000                              | 694.7%  |
| <u>Traffic Control &amp; Signals</u>                     |                |                 |                 |                 |   |         |
| Neighborhood Traffic Management Survey & Design          | \$ 20,375      | \$ 50,000       | \$ 86,349       | \$ 50,000       | \$ -                                    | 0.0%    |
| Dove Valley Traffic Signals                              | -              | -               | 7,500           | -               | -                                       | -       |
| Dry Creek/Eudora Traffic Signal                          | -              | -               | 39,200          | -               | -                                       | -       |
| Potomac/Briarwood Signal                                 | -              | 303,000         | 303,000         | -               | (303,000)                               | -100.0% |
| Master Signals   | 253,222        | -               | 4,663           | -               | -                                       | -       |
| School Zone Flashers                                     | 36,825         | -               | -               | -               | -                                       | -       |
| Signal Communication Improvements                        | 145,425        | 140,000         | 1,322,897       | 140,000         | -                                       | 0.0%    |
| Weather Stations   | 122,561        | -               | 8,720           | -               | -                                       | -       |
| School Zone Upgrades                                     | 17,682         | -               | 1,244           | -               | -                                       | -       |
| Hazard Elimination Projects                              | -              | -               | 176,882         | -               | -                                       | -       |
| Subtotal Traffic Signals & Control                       | \$ 596,090     | \$ 493,000      | \$ 1,950,455    | \$ 190,000      | \$ (303,000)                            | -61.5%  |



**City of Centennial  
Capital Improvement Fund  
2012 - 2014 Summary of Expenditures & Other Financing Sources**

|   | 2012<br>Actual         | 2013<br>Adopted       | 2013<br>Revised        | 2014<br>Adopted       | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg         |
|---|------------------------|-----------------------|------------------------|-----------------------|---|---------------|
| Major Capital Project Reserve               | \$ -                   | \$ 300,000            | \$ 639,440             | \$ 300,000            | \$ -                                    | 0.0%          |
| <b>Rehabilitation</b>                       |                        |                       |                        |                       |   |               |
| Street Rehabilitation Program               | \$ 5,525,827           | \$ 6,600,000          | \$ 6,600,000           | \$ 6,600,000          | \$ -                                    | 0.0%          |
| Vista Verde Neighborhood Improvements       | 167,720                | -                     | 223,214                | -                     | -                                       | -             |
| Major Structures                            | -                      | 50,000                | 50,000                 | 100,000               | 50,000                                  | 100.0%        |
| Minor Structures                            | -                      | -                     | -                      | 50,000                | 50,000                                  | -             |
| Subtotal Rehabilitation                     | \$ 5,693,547           | \$ 6,650,000          | \$ 6,873,214           | \$ 6,750,000          | \$ 100,000                              | 1.5%          |
| <b>Total Capital Outlay</b>                 | <b>\$ 11,755,444</b>   | <b>\$ 7,993,000</b>   | <b>\$ 18,048,387</b>   | <b>\$ 9,608,000</b>   | <b>\$ 1,615,000</b>                     | <b>20.2%</b>  |
| <b>TOTAL EXPENDITURES</b>                   | <b>\$ 12,047,376</b>   | <b>\$ 8,368,000</b>   | <b>\$ 18,433,076</b>   | <b>\$ 9,995,500</b>   | <b>\$ 1,627,500</b>                     | <b>19.4%</b>  |
| <b>REVENUES UNDER EXPENDITURES</b>          | <b>\$ (10,412,065)</b> | <b>\$ (7,975,000)</b> | <b>\$ (16,394,009)</b> | <b>\$ (9,071,883)</b> | <b>\$ (1,096,883)</b>                   | <b>-13.8%</b> |
| <b>OTHER FINANCING SOURCES</b>              |                        |                       |                        |                       |   |               |
| Transfers In                                | \$ 14,931,665          | \$ 7,975,000          | \$ 9,782,000           | \$ 9,071,883          | \$ 1,096,883                            | 13.8%         |
| <b>TOTAL OTHER FINANCING SOURCES</b>        | <b>\$ 14,931,665</b>   | <b>\$ 7,975,000</b>   | <b>\$ 9,782,000</b>    | <b>\$ 9,071,883</b>   | <b>\$ 1,096,883</b>                     | <b>13.8%</b>  |
| <b>NET CHANGE IN FUND BALANCE</b>           | <b>\$ 4,519,600</b>    | <b>\$ -</b>           | <b>\$ (6,612,009)</b>  | <b>\$ -</b>           | <b>\$ -</b>                             | <b>-</b>      |
| <b>FUND BALANCE -<br/>BEGINNING OF YEAR</b> | <b>\$ 2,922,311</b>    | <b>\$ 242,636</b>     | <b>\$ 7,441,911</b>    | <b>\$ 829,902</b>     | <b>\$ 587,266</b>                       | <b>242.0%</b> |
| <b>FUND BALANCE - END OF YEAR</b>           | <b>\$ 7,441,911</b>    | <b>\$ 242,636</b>     | <b>\$ 829,902</b>      | <b>\$ 829,902</b>     | <b>\$ 587,266</b>                       | <b>242.0%</b> |

**City of Centennial  
Capital Improvement Fund  
2012 - 2014 Reserves**

|                            | 2012<br>Actual      | 2013<br>Adopted   | 2013<br>Revised   | 2014<br>Adopted   |
|----------------------------|---------------------|-------------------|-------------------|-------------------|
| <b>Restricted</b>          |                     |                   |                   |                   |
| TABOR Emergency Reserves   | \$ 314,746          | \$ 251,040        | \$ 504,871        | \$ 273,111        |
| <b>Assigned</b>            |                     |                   |                   |                   |
| City Infrastructure        | 7,127,165           | -                 | 325,031           | 556,791           |
| <b>Unassigned</b>          | -                   | (8,404)           | -                 | -                 |
| <b>TOTAL FUND RESERVES</b> | <b>\$ 7,441,911</b> | <b>\$ 242,636</b> | <b>\$ 829,902</b> | <b>\$ 829,902</b> |



**City of Centennial  
Open Space Fund  
2012 - 2014 Summary of Revenues & Expenditures**

|                             | 2012<br>Actual      | 2013<br>Adopted     | 2013<br>Revised     | 2014<br>Adopted     | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg       |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|---|-------------|
| <b>REVENUES</b>             |                     |                     |                     |                     |   |             |
| County Open Space Sales Tax | \$ 1,842,000        | \$ 1,842,000        | \$ 2,092,161        | \$ 1,900,000        | \$ 58,000                               | 3.1%        |
| Grant Revenue               | 496,100             | -                   | 1,014,402           | -                   | -                                       | -           |
| Investment Income           | 9,436               | 6,000               | 7,000               | 7,515               | 1,515                                   | 25.3%       |
| Miscellaneous               | 20,103              | -                   | -                   | -                   | -                                       | -           |
| <b>TOTAL REVENUES</b>       | <b>\$ 2,367,639</b> | <b>\$ 1,848,000</b> | <b>\$ 3,113,563</b> | <b>\$ 1,907,515</b> | <b>\$ 59,515</b>                        | <b>3.2%</b> |

**EXPENDITURES**

**Personnel Services:**

|                                 |               |                  |                  |                  |             |             |
|---------------------------------|---------------|------------------|------------------|------------------|-------------|-------------|
| Project Support                 | \$ 962        | \$ 80,000        | \$ 80,000        | \$ 80,000        | \$ -        | 0.0%        |
| <b>Total Personnel Services</b> | <b>\$ 962</b> | <b>\$ 80,000</b> | <b>\$ 80,000</b> | <b>\$ 80,000</b> | <b>\$ -</b> | <b>0.0%</b> |

**Other Services & Supplies:**

|  |                  |                  |                   |                  |                  |              |
|--|------------------|------------------|-------------------|------------------|------------------|--------------|
| Parker Jordan Open Space Maintenance       | \$ 45,785        | \$ 50,000        | \$ 50,000         | \$ 50,000        | \$ -             | 0.0%         |
| APRD Maintenance                           | -                | -                | 10,000            | 10,000           | 10,000           | -            |
| Other Park, Trail & Open Space Maintenance | 1,483            | -                | 498,517           | -                | -                | -            |
| <b>Total Other Services &amp; Supplies</b> | <b>\$ 47,268</b> | <b>\$ 50,000</b> | <b>\$ 558,517</b> | <b>\$ 60,000</b> | <b>\$ 10,000</b> | <b>20.0%</b> |

**Capital Outlay:**

|  |                     |                     |                     |                     |                     |               |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------|
| Land Improvements                                      | \$ -                | \$ -                | \$ 640,000          | \$ 200,000          | \$ 200,000          | -             |
| Centennial Center Park                                 | 125,833             | -                   | 176,050             | 100,000             | 100,000             | -             |
| City-wide Neighborhood Park Improvements               | -                   | 400,000             | 500,000             | 400,000             | -                   | 0.0%          |
| deKeovend Park Improvements                            | 175,000             | -                   | -                   | -                   | -                   | -             |
| Regional Park Contribution                             | -                   | -                   | 750,000             | 200,000             | 200,000             | -             |
| Potomac Park   | 42,780              | -                   | 60,720              | -                   | -                   | -             |
| Arapahoe Park Improvements                             | 62,833              | -                   | -                   | -                   | -                   | -             |
| Otero Tennis Courts                                    | -                   | -                   | 1,632               | -                   | -                   | -             |
| APRD Projects  | -                   | 180,000             | 725,000             | 150,000             | (30,000)            | -16.7%        |
| SSPRD Neighborhood Park Improvements                   | 232,808             | 575,000             | 1,012,949           | 500,000             | (75,000)            | -13.0%        |
| Piney Creek Trail Bridge Replacement                   | -                   | -                   | 109,600             | -                   | -                   | -             |
| Lone Tree Creek Trail                                  | -                   | 300,000             | 370,998             | 200,000             | (100,000)           | -33.3%        |
| Piney Creek Trail                                      | 215,996             | -                   | 34,004              | -                   | -                   | -             |
| Piney Creek Trail Signage                              | 60,056              | -                   | 33,984              | -                   | -                   | -             |
| Cherry Creek Trail                                     | -                   | -                   | 300,000             | -                   | -                   | -             |
| Centennial Link Trail                                  | 238,281             | 350,000             | 1,070,701           | -                   | (350,000)           | -100.0%       |
| Parker Jordan Centennial Open Space Trail Improvements | -                   | -                   | 260,555             | -                   | -                   | -             |
| City-wide Trail Signage                                | -                   | -                   | 115,000             | -                   | -                   | -             |
| Neighborhood Trail Connections                         | -                   | 250,000             | 760,090             | -                   | (250,000)           | -100.0%       |
| <b>Total Capital Outlay</b>                            | <b>\$ 1,153,587</b> | <b>\$ 2,055,000</b> | <b>\$ 6,921,283</b> | <b>\$ 1,750,000</b> | <b>\$ (305,000)</b> | <b>-14.8%</b> |

|                           |                     |                     |                     |                     |                     |               |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------|
| <b>TOTAL EXPENDITURES</b> | <b>\$ 1,201,817</b> | <b>\$ 2,185,000</b> | <b>\$ 7,559,800</b> | <b>\$ 1,890,000</b> | <b>\$ (295,000)</b> | <b>-13.5%</b> |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------|

**REVENUES OVER (UNDER)**

|                     |                     |                     |                       |                  |                   |               |
|---------------------|---------------------|---------------------|-----------------------|------------------|-------------------|---------------|
| <b>EXPENDITURES</b> | <b>\$ 1,165,822</b> | <b>\$ (337,000)</b> | <b>\$ (4,446,237)</b> | <b>\$ 17,515</b> | <b>\$ 354,515</b> | <b>105.2%</b> |
|---------------------|---------------------|---------------------|-----------------------|------------------|-------------------|---------------|



**City of Centennial  
Open Space Fund  
2012 - 2014 Summary of Other Financing Uses**

|  | 2012<br>Actual      | 2013<br>Adopted     | 2013<br>Revised       | 2014<br>Adopted    | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg          |
|--|---------------------|---------------------|-----------------------|--------------------|---|----------------|
| <b>OTHER FINANCING USES</b>                      |                     |                     |                       |                    |   |                |
| Use of Prior Year Fund Balance                   | \$ -                | \$ -                | \$ (213,985)          | \$ (17,515)        | \$ (17,515)                             | -              |
| <b>TOTAL OTHER<br/>FINANCING USES</b>            | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ (213,985)</b>   | <b>\$ (17,515)</b> | <b>\$ (17,515)</b>                      | <b>-</b>       |
| <b>NET CHANGE IN FUND<br/>BALANCE</b>            | <b>\$ 1,165,822</b> | <b>\$ (337,000)</b> | <b>\$ (4,660,222)</b> | <b>\$ -</b>        | <b>\$ 337,000</b>                       | <b>100.0%</b>  |
| <b>FUND BALANCE -<br/>BEGINNING OF YEAR</b>      | <b>\$ 3,494,400</b> | <b>\$ 337,000</b>   | <b>\$ 4,660,222</b>   | <b>\$ -</b>        | <b>\$ (337,000)</b>                     | <b>-100.0%</b> |
| <b>FUND BALANCE/NET ASSETS -<br/>END OF YEAR</b> | <b>\$ 4,660,222</b> | <b>\$ -</b>         | <b>\$ -</b>           | <b>\$ -</b>        | <b>\$ -</b>                             | <b>-</b>       |

**City of Centennial  
Open Space Fund  
2012 - 2014 Reserves**

|                            | 2012<br>Actual      | 2013<br>Adopted | 2013<br>Revised | 2014<br>Adopted |
|----------------------------|---------------------|-----------------|-----------------|-----------------|
| <b>Restricted</b>          |                     |                 |                 |                 |
| TABOR Emergency Reserves   | 71,029              | 65,550          | 86,987          | 56,700          |
| Culture & Recreation       | 4,589,193           | -               | -               | -               |
| <b>Unassigned</b>          | <b>-</b>            | <b>(65,550)</b> | <b>(86,987)</b> | <b>(56,700)</b> |
| <b>TOTAL FUND RESERVES</b> | <b>\$ 4,660,222</b> | <b>\$ -</b>     | <b>\$ -</b>     | <b>\$ -</b>     |



**City of Centennial  
Conservation Trust Fund  
2012 - 2014 Summary of Revenues, Expenditures & Other Financing Uses**

|  | 2012<br>Actual      | 2013<br>Adopted     | 2013<br>Revised       | 2014<br>Adopted    | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg          |
|--|---------------------|---------------------|-----------------------|--------------------|---|----------------|
| <b>REVENUES</b>                              |                     |                     |                       |                    |   |                |
| Lottery Proceeds                             | \$ 540,758          | \$ 487,181          | \$ 567,362            | \$ 567,362         | \$ 80,181                               | 16.5%          |
| Investment Income                            | 3,168               | 2,900               | 2,900                 | 3,000              | 100                                     | 3.4%           |
| <b>TOTAL REVENUES</b>                        | <b>\$ 543,926</b>   | <b>\$ 490,081</b>   | <b>\$ 570,262</b>     | <b>\$ 570,362</b>  | <b>\$ 80,281</b>                        | <b>16.4%</b>   |
| <b>EXPENDITURES</b>                          |                     |                     |                       |                    |   |                |
| <b>Other Services &amp; Supplies:</b>        |                     |                     |                       |                    |   |                |
| Park Maintenance                             | \$ 128,372          | \$ 135,500          | \$ 135,500            | \$ 152,500         | \$ 17,000                               | 12.5%          |
| <b>Total Other Services &amp; Supplies</b>   | <b>\$ 128,372</b>   | <b>\$ 135,500</b>   | <b>\$ 135,500</b>     | <b>\$ 152,500</b>  | <b>\$ 17,000</b>                        | <b>12.5%</b>   |
| <b>Capital Outlay:</b>                       |                     |                     |                       |                    |   |                |
| Centennial Center Park                       | \$ 60,551           | \$ -                | \$ 550,173            | \$ -               | \$ -                                    | -              |
| Potomac Site Improvements                    | -                   | 750,000             | 750,000               | 300,000            | (450,000)                               | -60.0%         |
| City-wide Regional Park & Open Space Reserve | -                   | 500,000             | 500,000               | -                  | (500,000)                               | -100.0%        |
| Multi-use Trails                             | -                   | -                   | -                     | 100,000            | 100,000                                 | -              |
| Natural Area Restoration                     | 23,180              | -                   | 101,820               | -                  | -                                       | -              |
| <b>Total Capital Outlay</b>                  | <b>\$ 83,731</b>    | <b>\$ 1,250,000</b> | <b>\$ 1,901,993</b>   | <b>\$ 400,000</b>  | <b>\$ (850,000)</b>                     | <b>-68.0%</b>  |
| <b>TOTAL EXPENDITURES</b>                    | <b>\$ 212,103</b>   | <b>\$ 1,385,500</b> | <b>\$ 2,037,493</b>   | <b>\$ 552,500</b>  | <b>\$ (833,000)</b>                     | <b>-60.1%</b>  |
| <b>REVENUES OVER (UNDER) EXPENDITURES</b>    | <b>\$ 331,823</b>   | <b>\$ (895,419)</b> | <b>\$ (1,467,231)</b> | <b>\$ 17,862</b>   | <b>\$ 913,281</b>                       | <b>102.0%</b>  |
| <b>OTHER FINANCING USES</b>                  |                     |                     |                       |                    |   |                |
| Use of Prior Year Fund Balance               | \$ -                | \$ -                | \$ (163,416)          | \$ (17,862)        | \$ (17,862)                             | -              |
| <b>TOTAL OTHER FINANCING USES</b>            | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ (163,416)</b>   | <b>\$ (17,862)</b> | <b>\$ (17,862)</b>                      | <b>-</b>       |
| <b>NET CHANGE IN FUND BALANCE</b>            | <b>\$ 331,823</b>   | <b>\$ (895,419)</b> | <b>\$ (1,630,647)</b> | <b>\$ -</b>        | <b>\$ 895,419</b>                       | <b>100.0%</b>  |
| <b>FUND BALANCE - BEGINNING OF YEAR</b>      | <b>\$ 1,298,824</b> | <b>\$ 895,419</b>   | <b>\$ 1,630,647</b>   | <b>\$ -</b>        | <b>\$ (895,419)</b>                     | <b>-100.0%</b> |
| <b>FUND BALANCE - END OF YEAR</b>            | <b>\$ 1,630,647</b> | <b>\$ -</b>         | <b>\$ -</b>           | <b>\$ -</b>        | <b>\$ -</b>                             | <b>-</b>       |

**City of Centennial  
Conservation Trust Fund  
2012 - 2014 Reserves**

|                            | 2012<br>Actual      | 2013<br>Adopted | 2013<br>Revised | 2014<br>Adopted |
|----------------------------|---------------------|-----------------|-----------------|-----------------|
| <b>Restricted</b>          |                     |                 |                 |                 |
| TABOR Emergency Reserves   | \$ 16,318           | \$ 14,702       | \$ 61,125       | \$ 16,575       |
| Culture & Recreation       | 1,614,329           | -               | -               | -               |
| <b>Unassigned</b>          | <b>-</b>            | <b>(14,702)</b> | <b>(61,125)</b> | <b>(16,575)</b> |
| <b>TOTAL FUND RESERVES</b> | <b>\$ 1,630,647</b> | <b>\$ -</b>     | <b>\$ -</b>     | <b>\$ -</b>     |





**City of Centennial  
Miscellaneous Funds  
2012 - 2014 Summary of Revenues, Expenditures & Other Financing Sources (Uses)**

|   | 2012<br>Actual      | 2013<br>Adopted     | 2013<br>Revised       | 2014<br>Adopted     | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg         |
|---|---------------------|---------------------|-----------------------|---------------------|---|---------------|
| <b>REVENUES</b>                               |                     |                     |                       |                     |   |               |
| Sales Tax                                     | \$ 513,696          | \$ 726,311          | \$ 755,286            | \$ 1,118,209        | \$ 391,898                              | 54.0%         |
| Property Tax                                  | 5,578,564           | 5,836,782           | 5,763,882             | 5,765,168           | (71,614)                                | -1.2%         |
| Specific Ownership                            | 16,874              | 16,022              | 16,022                | 16,022              | -                                       | 0.0%          |
| Construction Funds                            | 242,000             | -                   | -                     | -                   | -                                       | -             |
| Authority Operating Revenue                   | 37,361              | 150,000             | 150,000               | 150,000             | -                                       | 0.0%          |
| Investment Income                             | 1,828               | 1,670               | 1,200                 | 1,110               | (560)                                   | -33.5%        |
| Miscellaneous Revenue                         | 198                 | -                   | -                     | -                   | -                                       | -             |
| <b>TOTAL REVENUES</b>                         | <b>\$ 6,390,521</b> | <b>\$ 6,730,785</b> | <b>\$ 6,686,390</b>   | <b>\$ 7,050,509</b> | <b>\$ 319,724</b>                       | <b>4.8%</b>   |
| <b>EXPENDITURES</b>                           |                     |                     |                       |                     |   |               |
| <b>Contracted Services:</b>                   |                     |                     |                       |                     |   |               |
| General                                       | \$ 99,764           | \$ 199,122          | \$ 199,122            | \$ 219,122          | \$ 20,000                               | 10.0%         |
| <b>Total Contracted Services</b>              | <b>\$ 99,764</b>    | <b>\$ 199,122</b>   | <b>\$ 199,122</b>     | <b>\$ 219,122</b>   | <b>\$ 20,000</b>                        | <b>10.0%</b>  |
| <b>Other Services &amp; Supplies:</b>         |                     |                     |                       |                     |   |               |
| Sales Tax Sharing Pass-Thru                   | \$ 513,696          | \$ 726,311          | \$ 755,286            | \$ 1,118,209        | \$ 391,898                              | 54.0%         |
| Property Tax Pass-Thru                        | 5,291,986           | 5,477,687           | 5,405,788             | 5,408,788           | (68,899)                                | -1.3%         |
| Revenue Collection Services:                  |                     |                     |                       |                     |   |               |
| County Treasurer's Fee                        | 3,918               | 5,386               | 5,372                 | 5,346               | (40)                                    | -0.7%         |
| Legal Services - Outside Counsel              | 12,369              | -                   | -                     | -                   | -                                       | -             |
| Construction Services                         | 242,000             | -                   | -                     | -                   | -                                       | -             |
| Utilities                                     | 15,414              | 10,000              | 10,000                | 10,000              | -                                       | 0.0%          |
| Debt Service:                                 |                     |                     |                       |                     |   |               |
| Principal                                     | 65,000              | 70,000              | 70,000                | 70,000              | -                                       | 0.0%          |
| Interest                                      | 137,521             | 134,707             | 134,707               | 131,766             | (2,941)                                 | -2.2%         |
| Miscellaneous                                 | 40,870              | 234,596             | 234,596               | 234,596             | -                                       | 0.0%          |
| <b>Total Other Services &amp; Supplies</b>    | <b>\$ 6,322,774</b> | <b>\$ 6,658,687</b> | <b>\$ 6,615,749</b>   | <b>\$ 6,978,705</b> | <b>\$ 320,018</b>                       | <b>4.8%</b>   |
| <b>TOTAL EXPENDITURES</b>                     | <b>\$ 6,422,538</b> | <b>\$ 6,857,809</b> | <b>\$ 6,814,871</b>   | <b>\$ 7,197,827</b> | <b>\$ 340,018</b>                       | <b>5.0%</b>   |
| <b>REVENUES OVER (UNDER)<br/>EXPENDITURES</b> | <b>\$ (32,017)</b>  | <b>\$ (127,024)</b> | <b>\$ (128,481)</b>   | <b>\$ (147,318)</b> | <b>\$ (20,294)</b>                      | <b>-16.0%</b> |
| <b>OTHER FINANCING USES</b>                   |                     |                     |                       |                     |   |               |
| Use of Prior Year Fund Balance                | \$ -                | \$ (1,075)          | \$ (927,634)          | \$ -                | \$ 1,075                                | 100.0%        |
| <b>TOTAL OTHER FINANCING USES</b>             | <b>\$ -</b>         | <b>\$ (1,075)</b>   | <b>\$ (927,634)</b>   | <b>\$ -</b>         | <b>\$ 1,075</b>                         | <b>100.0%</b> |
| <b>NET CHANGE IN FUND BALANCE</b>             | <b>\$ (32,017)</b>  | <b>\$ (128,099)</b> | <b>\$ (1,056,115)</b> | <b>\$ (147,318)</b> | <b>\$ (19,219)</b>                      | <b>-15.0%</b> |
| <b>FUND BALANCE -</b>                         |                     |                     |                       |                     |   |               |
| <b>BEGINNING OF YEAR</b>                      | <b>\$ 1,235,450</b> | <b>\$ 128,099</b>   | <b>\$ 1,203,433</b>   | <b>\$ 147,318</b>   | <b>\$ 19,219</b>                        | <b>15.0%</b>  |
| <b>FUND BALANCE - END OF YEAR</b>             | <b>\$ 1,203,433</b> | <b>\$ -</b>         | <b>\$ 147,318</b>     | <b>\$ -</b>         | <b>\$ -</b>                             | <b>-</b>      |



**City of Centennial  
Miscellaneous Funds  
2012 - 2014 Reserves**

|                            | <b>2012<br/>Actual</b> | <b>2013<br/>Adopted</b> | <b>2013<br/>Revised</b> | <b>2014<br/>Adopted</b> |
|----------------------------|------------------------|-------------------------|-------------------------|-------------------------|
| <b>Restricted</b>          |                        |                         |                         |                         |
| TABOR Emergency Reserves   | \$ 11,646              | \$ 15,114               | \$ 15,114               | \$ 15,078               |
| Urban Redevelopment        | 434,747                | -                       | -                       | -                       |
| District Infrastructure    | 757,040                | -                       | 132,204                 | -                       |
| <b>Unassigned</b>          | -                      | (15,114)                | -                       | (15,078)                |
| <b>TOTAL FUND RESERVES</b> | <b>\$ 1,203,433</b>    | <b>\$ -</b>             | <b>\$ 147,318</b>       | <b>\$ -</b>             |



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

**2012 - 2014 Summary of Transfers**

| Transfer From                       | Transfer To              | Transfer Purpose           | 2012 Actual          | 2013 Adopted        | 2013 Revised        | 2014 Adopted        |
|-------------------------------------|--------------------------|----------------------------|----------------------|---------------------|---------------------|---------------------|
| General Fund                        | Capital Improvement Fund | Capital Projects Funding   | \$ 14,931,665        | \$ 7,975,000        | \$ 9,782,000        | \$ 9,071,883        |
| General Fund                        | Land Use Fund            | General Operations Funding | (72,662)             | (28,762)            | (354,215)           | (218,669)           |
| <b>TOTAL GENERAL FUND TRANSFERS</b> |                          |                            | <b>\$ 14,859,003</b> | <b>\$ 7,946,238</b> | <b>\$ 9,427,785</b> | <b>\$ 8,853,214</b> |

**2012 - 2014 Use of Fund Balance**

| Fund  | 2012 Actual | 2013 Adopted      | 2013 Revised          | 2014 Adopted       |
|---|-------------|-------------------|-----------------------|--------------------|
| General Fund                                  | \$ -        | \$ -              | \$ -                  | \$ -               |
| Open Space Fund                               | -           | -                 | (213,985)             | (17,515)           |
| Conservation Trust Fund                       | -           | -                 | (163,416)             | (17,862)           |
| General Improvement Districts                 | -           | (1,075)           | (492,887)             | -                  |
| Centennial Urban Redevelopment Authority Fund | -           | -                 | (434,747)             | -                  |
| <b>TOTAL USE OF FUND BALANCE</b>              | <b>\$ -</b> | <b>\$ (1,075)</b> | <b>\$ (1,305,035)</b> | <b>\$ (35,377)</b> |

Note: The 2012-2014 Use of Fund Balance table above is a summary of the use of existing fund balances, and is not intended to report the Net Change in Fund Balance.



This Page Intentionally Left Blank



**City of Centennial  
All Fund Types  
2014 Functional Units by Fund**

|  | General<br>Fund       | Capital<br>Improvement<br>Fund | Open<br>Space<br>Fund |
|--|-----------------------|--------------------------------|-----------------------|
| <b>REVENUES</b>  |                       |                                |                       |
| Taxes  | \$ 47,053,442         | \$ -                           | \$ -                  |
| Intergovernmental  | 6,181,141             | 891,800                        | 1,900,000             |
| Charges for Services   | 2,616,666             | 31,817                         | -                     |
| Franchise Fees   | 4,875,617             | -                              | -                     |
| Investment Income  | 188,700               | -                              | 7,515                 |
| Miscellaneous  | 140,470               | -                              | -                     |
| <b>TOTAL REVENUES</b>  | <b>\$ 61,056,036</b>  | <b>\$ 923,617</b>              | <b>\$ 1,907,515</b>   |
| <b>EXPENDITURES</b>  |                       |                                |                       |
| Legislative  | \$ 1,484,276          | \$ -                           | \$ -                  |
| City Management  | 1,444,106             | -                              | -                     |
| Administrative   | 1,967,003             | -                              | -                     |
| Financial  | 8,305,926             | -                              | -                     |
| Public Works   | 13,024,900            | 9,995,500                      | -                     |
| Public Safety  | 22,190,508            | -                              | -                     |
| Community Development  | 851,964               | -                              | -                     |
| Culture & Recreation   | -                     | -                              | 1,890,000             |
| Urban Redevelopment  | -                     | -                              | -                     |
| <b>TOTAL EXPENDITURES</b>  | <b>\$ 49,268,683</b>  | <b>\$ 9,995,500</b>            | <b>\$ 1,890,000</b>   |
| <b>REVENUES OVER (UNDER)<br/>EXPENDITURES</b>                      | <b>\$ 11,787,353</b>  | <b>\$ (9,071,883)</b>          | <b>\$ 17,515</b>      |
| <b>OTHER FINANCING SOURCES (USES)</b>                              |                       |                                |                       |
| Fund Transfers/Use of Fund Balance                                 | \$ -                  | \$ 9,071,883                   | \$ (17,515)           |
| Land Use Fund Transfers  | 218,669               | -                              | -                     |
| Capital Improvement Fund Transfers                                 | (9,071,883)           | -                              | -                     |
| <b>TOTAL OTHER FINANCING SOURCES (USES)</b>                        | <b>\$ (8,853,214)</b> | <b>\$ 9,071,883</b>            | <b>\$ (17,515)</b>    |
| <b>TOTAL EXPENDITURES &amp;<br/>OTHER FINANCING SOURCES (USES)</b> | <b>\$ 58,121,897</b>  | <b>\$ 923,617</b>              | <b>\$ 1,907,515</b>   |
| <b>NET CHANGE IN FUND BALANCE</b>                                  | <b>\$ 2,934,139</b>   | <b>\$ -</b>                    | <b>\$ -</b>           |
| <b>FUND BALANCE/NET ASSETS -<br/>BEGINNING OF YEAR</b>             | <b>\$ 32,164,010</b>  | <b>\$ 829,902</b>              | <b>\$ -</b>           |
| <b>FUND BALANCE/NET ASSETS -<br/>END OF YEAR</b>                   | <b>\$ 35,098,149</b>  | <b>\$ 829,902</b>              | <b>\$ -</b>           |



**City of Centennial  
All Fund Types  
2014 Functional Units by Fund**

| <b>Conservation<br/>Trust<br/>Fund</b> | <b>General<br/>Improvement<br/>District<br/>Funds</b> | <b>Centennial<br/>Urban<br/>Redevelopment<br/>Authority Fund</b> | <b>Land<br/>Use<br/>Fund</b> | <b>Total<br/>All Funds</b> |
|--|---|--|------------------------------|----------------------------|
| \$ -                                   | \$ 372,402  | \$ 6,526,997   | \$ -                         | \$ 53,952,841              |
| 567,362                                | -   | -  | -                            | 9,540,303                  |
| -                                      | -   | -  | 3,132,000                    | 5,780,483                  |
| -                                      | -   | -  | -                            | 4,875,617                  |
| 3,000                                  | 1,110   | -  | -                            | 200,325                    |
| -                                      | -   | 150,000  | -                            | 290,470                    |
| <b>\$ 570,362</b>                      | <b>\$ 373,512</b>                                     | <b>\$ 6,676,997</b>  | <b>\$ 3,132,000</b>          | <b>\$ 74,640,039</b>       |
| \$ -                                   | \$ -  | \$ -   | \$ -                         | 1,484,276                  |
| -                                      | -   | -  | -                            | 1,444,106                  |
| -                                      | -   | -  | -                            | 1,967,003                  |
| -                                      | -   | -  | -                            | 8,305,926                  |
| -                                      | 520,830   | -  | -                            | 23,541,230                 |
| -                                      | -   | -  | -                            | 22,190,508                 |
| -                                      | -   | -  | 2,913,331                    | 3,765,295                  |
| 552,500                                | -   | -  | -                            | 2,442,500                  |
| -                                      | -   | 6,676,997  | -                            | 6,676,997                  |
| <b>\$ 552,500</b>                      | <b>\$ 520,830</b>                                     | <b>\$ 6,676,997</b>  | <b>\$ 2,913,331</b>          | <b>\$ 71,817,841</b>       |
| \$ 17,862                              | \$ (147,318)  |  | \$ 218,669                   | \$ 2,822,198               |
| \$ (17,862)                            | \$ -  | \$ -   | \$ (218,669)                 | \$ 8,817,837               |
| -                                      | -   | -  | -                            | 218,669                    |
| -                                      | -   | -  | -                            | (9,071,883)                |
| <b>\$ (17,862)</b>                     | <b>\$ -</b>   | <b>\$ -</b>  | <b>\$ (218,669)</b>          | <b>\$ (35,377)</b>         |
| \$ 570,362                             | \$ 520,830  | \$ 6,676,997   | \$ 3,132,000                 | \$ 71,853,218              |
| \$ -                                   | \$ (147,318)  | \$ -   | \$ -                         | \$ 2,786,821               |
| \$ -                                   | \$ 147,318  | \$ -   | \$ -                         | \$ 33,141,230              |
| <b>\$ -</b>                            | <b>\$ -</b>   | <b>\$ -</b>  | <b>\$ -</b>                  | <b>\$ 35,928,051</b>       |





This Page Intentionally Left Blank



# General Fund



GENERAL FUND

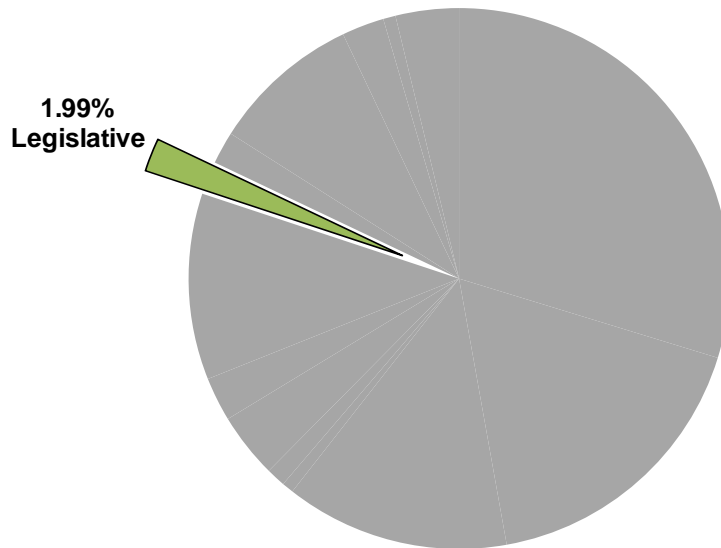




## LEGISLATIVE

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

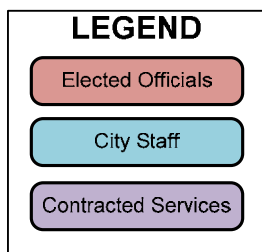
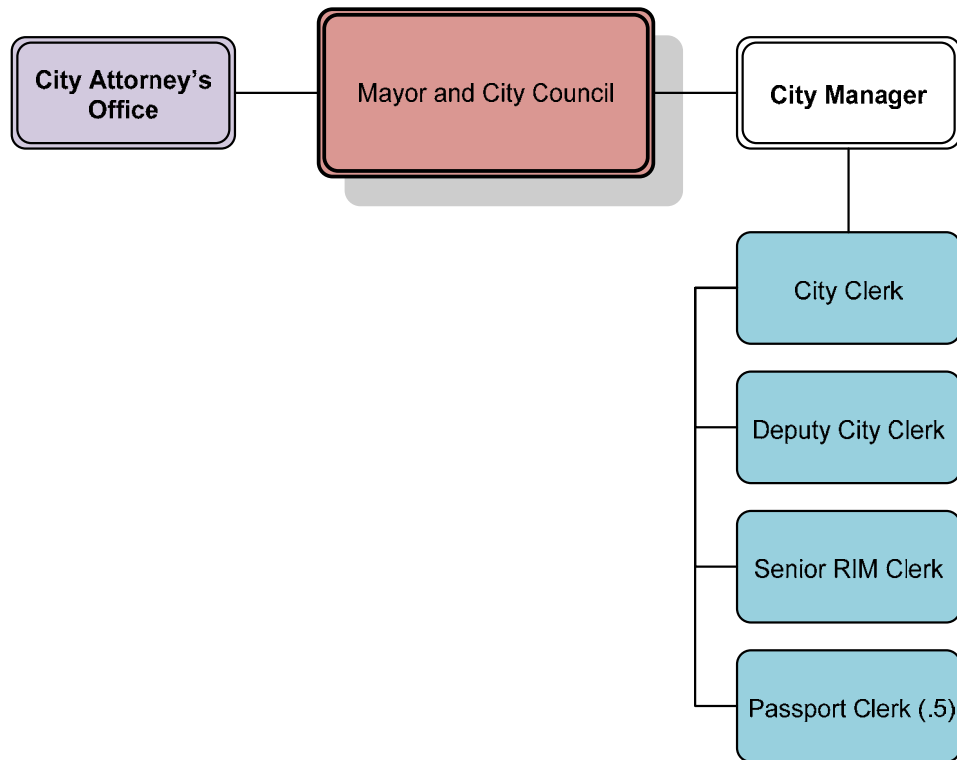
### 2014 Expenditures Legislative



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

### Total Adopted Budget by Category

|                           | 2012<br>Actual      | 2013<br>Adopted     | 2013<br>Revised     | 2014<br>Adopted     | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg        |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---|--------------|
| Personnel Services        | \$ 335,864          | \$ 342,496          | \$ 330,869          | \$ 339,955          | \$ (2,541)                              | -0.7%        |
| Contracted Services       | 761,144             | 853,243             | 856,581             | 900,883             | 47,640                                  | 5.6%         |
| Other Services & Supplies | 228,142             | 313,633             | 322,847             | 243,438             | (70,195)                                | -22.4%       |
| <b>TOTAL</b>              | <b>\$ 1,325,150</b> | <b>\$ 1,509,372</b> | <b>\$ 1,510,297</b> | <b>\$ 1,484,276</b> | <b>\$ (25,096)</b>                      | <b>-1.7%</b> |






## Staff and Contracted Resources Summary

|                        | 2012<br>Actual FTE | 2013<br>Revised FTE | 2014<br>Adopted FTE | 2013 / 2014<br>Difference |
|------------------------|--------------------|---------------------|---------------------|---------------------------|
| City Clerk's Office    | 3.50               | 3.50                | 3.50                | -                         |
| City Attorney's Office | 5.90               | 5.25                | 5.25                | -                         |
| <b>TOTAL</b>           | <b>9.40</b>        | <b>8.75</b>         | <b>8.75</b>         | <b>-</b>                  |






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

### **Prior Year Accomplishments:**

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



## Goals and Objectives:

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

### Elected Officials Budget Summary by Budget Category

|                           | 2012<br>Actual    | 2013<br>Adopted   | 2013<br>Revised   | 2014<br>Adopted   | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg       |
|---------------------------|-------------------|-------------------|-------------------|-------------------|---|-------------|
| Personnel Services        | \$ 88,480         | \$ 86,931         | \$ 86,931         | \$ 90,999         | \$ 4,068                                | 4.7%        |
| Contracted Services       | 71,312            | 78,000            | 78,000            | 81,687            | 3,687                                   | 4.7%        |
| Other Services & Supplies | 122,180           | 171,858           | 171,972           | 187,563           | 15,705                                  | 9.1%        |
| <b>TOTAL</b>              | <b>\$ 281,972</b> | <b>\$ 336,789</b> | <b>\$ 336,903</b> | <b>\$ 360,249</b> | <b>\$ 23,460</b>                        | <b>7.0%</b> |





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

**Prior Year Accomplishments:**

|   |   |
|---|---|
|  <p>City Services</p>                                  | <ul style="list-style-type: none"> <li>• Provided day-to-day contracted legal services and advice to City Council and City staff at budgeted levels below cost for comparable in-house municipal city attorney offices through a staff of attorneys, each possessing between eight and 23 years of direct local government legal experience.</li> <li>• Assisted City Staff in the drafting of all ordinances, resolutions, proclamations, and provided day to day advice and counsel to both city staff and contractors.</li> <li>• Advised City Council and individual Council members regarding legal questions and issues through periodic training memoranda, including conflicts of interest, alternative strategies or programs, and risk assessment.</li> <li>• Advised all City boards, commissions, and committees on legal issues to assist in their delivery of advice and recommendations to the City Council.</li> <li>• Provided training of City Council, staff, and all boards, committees, and commissions on the newly enacted Code of Ethics.</li> <li>• Working closely with the Community Development Department, drafted new Recreational Marijuana Ordinance and major revisions to Floodplain Management Ordinance.</li> </ul> |
|  <p>Community Quality of Life/Citizen Engagement</p> | <ul style="list-style-type: none"> <li>• Directly assisted in City's Fiber Optic Referendum matter including strategy development, written material drafting, and presentations and debates at District meetings.</li> <li>• Successfully defended City in all claims against the City and appeals.</li> <li>• Directly assisted in finalizing the City's Center Park improvements including new parking lot improvements and upgrades for risk management.</li> <li>• Drafted and negotiated contracts for acquisition and improvement of City's new Public Works Facility.</li> <li>• Attended on request homeowner and citizen meetings to advise citizens of City activities and functions.</li> <li>• Responded to more than 80 citizen inquiries concerning public issues such as pothole liability, and neighborhood conflicts, and municipal court processes.</li> </ul>  |
|  <p>Economic Health</p>                              | <ul style="list-style-type: none"> <li>• As member of City's Annexation Team, assisted in strategizing incorporations to increase population and revenue sources and in completing key annexations for commercial properties.</li> <li>• Drafted comprehensive revision to procurement and Purchasing Code to ensure reasonable contract processes to ensure best practices for competition in contract pricing and awards.</li> <li>• Drafted incentive agreements for new development opportunities which will generate new sales, use, and property taxes for the City.</li> </ul>   |
|  <p>Environment</p>                                  | <ul style="list-style-type: none"> <li>• Continued City Attorney's Office staff initiative to decrease the use of non-recyclable materials including reduction in use of plastic bottles.</li> <li>• Initiated program for transfer of research files to electronic database to reduce dependence on paper.</li> <li>• Set minimum standards for recycling of waste paper requiring each member of the City Attorney's Office to eliminate the vast majority of waste paper deposited in general trash system.</li> <li>• Equipped attorney staff with hardware and software necessary for work from home opportunities.</li> </ul>   |



## Goals and Objectives:

|  |   |  |
|--|---|--|
|  | <b>City Services</b>                                  | <ul style="list-style-type: none"> <li>• Continue to meet City Council and administrative staff's reasonable demands for legal services at budgeted levels below comparable in-house municipal city attorney offices.</li> <li>• Achieve at least 90 percent (90%) completion rate for meeting City staff requested deadlines for work orders.</li> <li>• Retain existing highly qualified legal service staff.</li> </ul>   |
|  | <b>Community Quality of Life / Citizen Engagement</b> | <ul style="list-style-type: none"> <li>• Prepare orientation and training sessions for City Council with focus on education of new City Council Members seated in 2014.</li> <li>• Continue preparation of and assist in the conduct of citizens educational seminar (Centennial 101).</li> <li>• Continue assistance of city staff in outreach and educational efforts for citizens, boards, commissions, committees, and homeowners associations.</li> <li>• When providing written work product to City Council and City Staff, seek to draft materials that can be distributed to citizens whenever possible without risk of disclosure of confidences.</li> </ul>   |
|  | <b>Economic Health</b>                                | <ul style="list-style-type: none"> <li>• Continue ongoing efforts to provide legal services at substantial savings to the City including dividing cost of legal research services among multiple clients where services are of a generalized nature which affect multiple clients.</li> <li>• Continue active participation in Annexation Team in identifying strategic opportunities for City's economic and sustainable growth.</li> <li>• Track state legislative bills that will affect municipal economic interests, coordinate with Colorado Municipal League in providing feedback and lobbying efforts, and devise solutions to accommodate changes with lowest cost to the City.</li> <li>• Continually consider alternatives and options to reduce legal services expense and effective use of outside legal counsel when it advantageous and cost-effective.</li> </ul> |
|  | <b>Environment</b>                                    | <ul style="list-style-type: none"> <li>• Prioritize projects which are intended to provide sustainable economic benefits including prompt processing of state and federal grant applications and contracts.</li> <li>• Continue City Attorney's Office efforts to decrease use of non-recyclable materials and paper.</li> <li>• Continue City Attorney's Office program to reduce energy costs by limiting the lighting in offices and conference rooms that are not in use.</li> </ul>   |





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

|                           | 2012<br>Actual    | 2013<br>Adopted   | 2013<br>Revised   | 2014<br>Adopted   | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg       |
|---------------------------|-------------------|-------------------|-------------------|-------------------|---|-------------|
| Personnel Services        | \$ -              | \$ -              | \$ -              | \$ -              | -                                       | -           |
| Contracted Services       | 640,173           | 716,053           | 720,053           | 758,799           | 42,746                                  | 6.0%        |
| Other Services & Supplies | 5,140             | 5,000             | 5,000             | -                 | (5,000)                                 | -100.0%     |
| <b>TOTAL</b>              | <b>\$ 645,313</b> | <b>\$ 721,053</b> | <b>\$ 725,053</b> | <b>\$ 758,799</b> | <b>\$ 37,746</b>                        | <b>5.2%</b> |



**Overview:** The City Clerk's Office is responsible for all official City records, legal publications, records management and handling of open records requests. The City Clerk staff attends and records all City Council meetings and prepares City Council agendas, packets and minutes. The office maintains the Centennial Municipal Code and is a Passport Application Acceptance Facility. Liquor Licensing, including the preparation of agendas, packets and minutes for the Liquor Licensing Authority, is also a responsibility of this office. The City Clerk's Office administers Centennial's special municipal elections. The City Clerk, as Designated Election Official, assists the County in the conduct of coordinated elections. The City Clerk sits as the chairperson for the Centennial Election Commission and oversees Fair Campaign Practices Act filings for candidates for municipal office, as well as filings for various issue committees. The City Clerk serves as staff liaison for the Centennial Senior Commission. Assistance with ad hoc appointment committees for the various City boards and commissions is provided by this office.




### Prior Year Accomplishments:

|  |   |
|--|---|
| <br>City Services   | <ul style="list-style-type: none"><li>• Began implementation of an Electronic Document Management System, which will allow city and public users to more easily locate City records.</li><li>• Purchased and implemented a voting and request to speak system in Council Chambers.</li></ul>  |
| <br>Community<br>Quality of<br>Life/Citizen<br>Engagement | <ul style="list-style-type: none"><li>• The Election Commission, chaired by the City Clerk, assisted the City Attorney's Office in creating an ordinance setting forth procedures for the enforcement of Fair Campaign Practices Laws.</li><li>• Created forms for implementation of the ordinance enforcing FCPA laws.</li><li>• Staffed the recruitment process for all City boards and commissions.</li><li>• Served as staff liaison for various boards commissions, including Election Commission, Liquor Licensing Authority and Senior Commission.</li></ul> |
| <br>Economic<br>Health                                  | <ul style="list-style-type: none"><li>• Maintained transparency through monthly reports online regarding the activities of the City Clerk's Office.</li></ul>   |
| <br>Environment   | <ul style="list-style-type: none"><li>• Continually strived to reduce paper usage in all phases of the Clerk's Office, including meeting packets, campaign finance reports, and storage of records.</li><li>• Provided online forms for such things as Open Records Requests and Mayoral Proclamation Requests.</li></ul>   |



| Performance Measurements:                          | 2011 Actual | 2012 Actual | 2013 Estimated | 2014 Projected |
|--|-------------|-------------|----------------|----------------|
| <i>City Council</i>                                |             |             |                |                |
| City Council Packets Prepared and Published Online | 42          | 31          | 30             | 30             |
| Resolutions Processed                              | 101         | 81          | 100            | 100            |
| Ordinances Processed                               | 31          | 30          | 40             | 30             |
| <i>Liquor Licensing</i>                            |             |             |                |                |
| New Applications Processed                         | 12          | 7           | 5              | 5              |
| Renewals Processed                                 | 106         | 126         | 126            | 126            |
| Hearings (Violation, Preliminary and Renewal)      | 2           | 7           | 5              | 5              |
| Special Event Permits Processed                    | 4           | 7           | 5              | 5              |
| Passport Applications Processed                    | 955         | 1955        | 3000           | 3000           |
| Open Records Requests Processed                    | 159         | 79          | 80             | 80             |

### Goals and Objectives:

|  |  |
|--|--|
| <br><b>City Services</b>                                   | <ul style="list-style-type: none"> <li>Contact all passport applicants prior to their appointment to ensure efficient processing of applications.</li> <li>Conduct customer service survey regarding efficiency of Passport Services.</li> </ul>   |
| <br><b>Community Quality of Life / Citizen Engagement</b> | <ul style="list-style-type: none"> <li>Further the efforts to add City records to the Electronic Document Management System, which will allow city and public users to more easily locate City records.</li> <li>Clerk staff created the procedures and training manuals for the EDMS and will endeavor to train all departments in its proper usage.</li> <li>Collaborate on the creation of improved City Council orientation classes and sessions.</li> <li>With the Election Commission, begin review of registered voter numbers for the Redistricting process, which occurs every four years.</li> </ul> |
| <br><b>Economic Health</b>                                | <ul style="list-style-type: none"> <li>Review documents stored at Iron Mountain to ensure efficiency in maintaining permanent records.</li> <li>Recertify Passport Acceptance Facility and agents.</li> </ul>  |

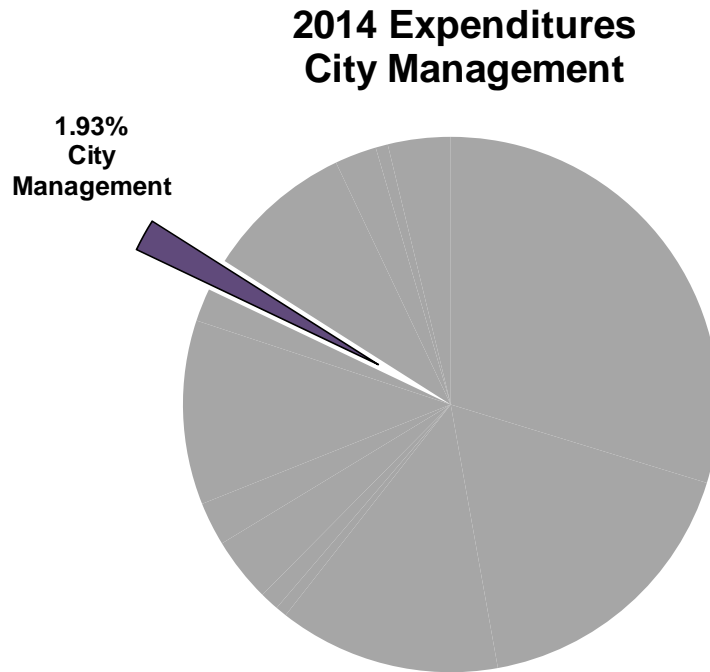
### City Clerk's Office Budget Summary by Budget Category

|                           | 2012<br>Actual    | 2013<br>Adopted   | 2013<br>Revised   | 2014<br>Adopted   | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg         |
|---------------------------|-------------------|-------------------|-------------------|-------------------|---|---------------|
| Personnel Services        | \$ 247,384        | \$ 255,565        | \$ 243,938        | \$ 248,956        | \$ (6,609)                              | -2.6%         |
| Contracted Services       | 49,659            | 59,190            | 58,528            | 60,397            | 1,207                                   | 2.0%          |
| Other Services & Supplies | 100,822           | 136,775           | 145,875           | 55,875            | (80,900)                                | -59.1%        |
| <b>TOTAL</b>              | <b>\$ 397,865</b> | <b>\$ 451,530</b> | <b>\$ 448,341</b> | <b>\$ 365,228</b> | <b>\$ (86,302)</b>                      | <b>-19.1%</b> |



## CITY MANAGEMENT

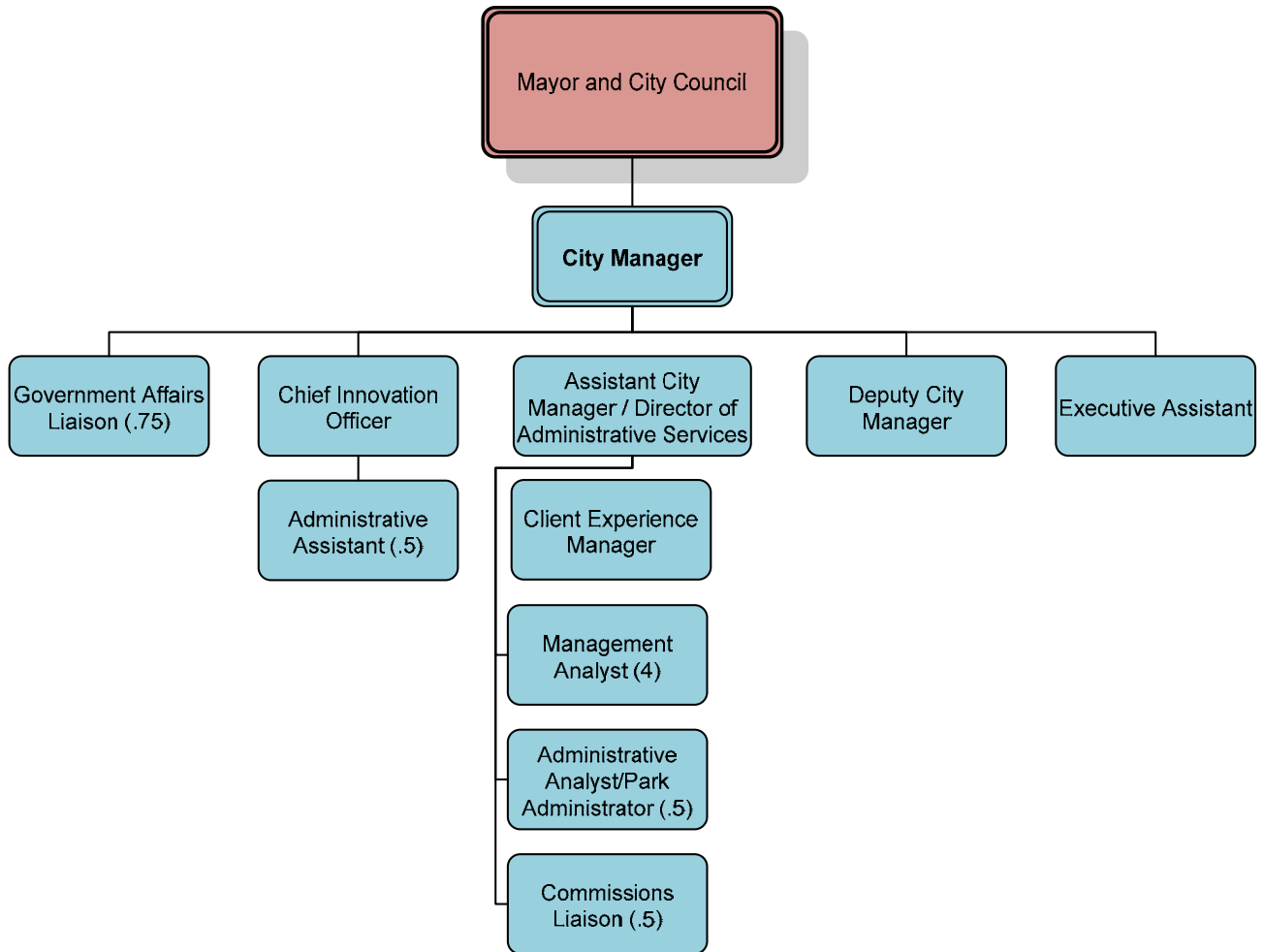
*The City Management function includes the City Manager's Office and the Office of Innovation Departments. These two disciplines provide critical elements of Our Voice. Our Vision. Centennial 2030 strategies in the four core areas of City Services, Community Involvement, Economic Health, and Environment.*



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

### Total Adopted Budget by Category

|                           | 2012<br>Actual    | 2013<br>Adopted     | 2013<br>Revised     | 2014<br>Adopted     | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg        |
|---------------------------|-------------------|---------------------|---------------------|---------------------|---|--------------|
| Personnel Services        | \$ 932,210        | \$ 1,066,477        | \$ 1,180,832        | \$ 1,218,856        | \$ 152,379                              | 14.3%        |
| Contracted Services       | -                 | -                   | 750,000             | 200,000             | 200,000                                 | -            |
| Other Services & Supplies | 8,416             | 18,000              | 18,000              | 25,250              | 7,250                                   | 40.3%        |
| <b>TOTAL</b>              | <b>\$ 940,626</b> | <b>\$ 1,084,477</b> | <b>\$ 1,948,832</b> | <b>\$ 1,444,106</b> | <b>\$ 359,629</b>                       | <b>33.2%</b> |



## LEGEND

Elected Officials

City Staff

Contracted Services

## Staff and Contracted Resources Summary





|                       | 2012<br>Actual FTE | 2013<br>Revised FTE | 2014<br>Adopted FTE | 2013 / 2014<br>Difference |
|-----------------------|--------------------|---------------------|---------------------|---------------------------|
| City Manager's Office | 8.59               | 12.25               | 12.25               | -                         |
| <b>TOTAL</b>          | <b>8.59</b>        | <b>12.25</b>        | <b>12.25</b>        | <b>-</b>                  |





**Overview:** The City Manager is the chief administrative officer of the City of Centennial, appointed by the City Council, and is responsible for the execution of the policies, directives and legislative action taken by City Council. The City Manager's Office sets the standards for the City organization in providing quality services to the public and ensuring the policies and vision established by the City Council are implemented. Section 8.4(c) of the Centennial Home Rule Charter gives the City Manager the responsibility of supervising and overseeing all aspects of City functions and activities, service contracts and personnel and departments that report to the City Manager.

### Prior Year Accomplishments:

|   |   |
|---|---|
| <br>City Services                                | <ul style="list-style-type: none"><li>• Performed detailed contract compliance assessment of contract for law enforcement services.</li><li>• Performed detailed contract compliance assessment of contract for legal services.</li><li>• Provided leadership to the organization through policy implementation and training.</li><li>• Developed Quality Service Guidelines which help staff define, prioritize, and measure service delivery consistently across all functional areas.</li><li>• Created and ran Front Line Advisory Group to empower front line staff to proactively discover opportunities to enhance service delivery.</li><li>• Streamlined survey process while ensuring congruency with the key performance measures.</li></ul> |
| <br>Community Quality of Life/Citizen Engagement | <ul style="list-style-type: none"><li>• Increased pedestrian travel accessibility through use of Community Development Block Grant funding.</li><li>• Provided Staff liaisons for Senior and Youth Commissions.</li><li>• Improved Key Performance Measurement program to enhance decision-making and transparency.</li><li>• Promoted increased citizen engagement through the implementation of an online civic engagement tool on the City's website.</li></ul>  |
| <br>Economic Health                            | <ul style="list-style-type: none"><li>• Assisted with development and implementation of purchasing card program.</li></ul>  |
| <br>Environment                                | <ul style="list-style-type: none"><li>• Worked with external organization to implement a Xeriscape demonstration garden.</li></ul>  |



## Goals and Objectives:

|  |   |   |
|--|---|---|
|  | <b>City Services</b>                                  | <ul style="list-style-type: none"> <li>• Continue to refine and enhance the performance measurement program.</li> <li>• Pursue grant opportunities to fund City programs and capital improvements.</li> <li>• Analyze services and, when appropriate, contract services at all levels.</li> <li>• Examine internal processes to ensure compliance and legal protection for taxpayers, vendors, and departments.</li> <li>• Review and improve City emergency management.</li> </ul>   |
|  | <b>Community Quality of Life / Citizen Engagement</b> | <ul style="list-style-type: none"> <li>• Continue to work with the Centennial Youth Commission to provide a venue for Centennial youth to participate in their government and community.</li> <li>• Participate in Council District Meetings, as needed, to provide information and increase citizen engagement.</li> <li>• Continue to work with the Centennial Senior Commission to provide a venue for Centennial seniors to participate in their government and community.</li> <li>• Enhance accessibility and ease of doing business by sending the kiosk to partner locations throughout the City.</li> <li>• Host Centennial 101 to encourage participation in City issues and improve the understanding and awareness of how Centennial's government works.</li> </ul> |
|  | <b>Economic Health</b>                                | <ul style="list-style-type: none"> <li>• Review electric utility undergrounding policy.</li> <li>• Support other department's efforts, including Economic Development, Purchasing, and Community Development.</li> </ul>  |
|  | <b>Environment</b>                                    | <ul style="list-style-type: none"> <li>• Continue efforts to cost-effectively promote environmental efficiency in the City's operations and purchases.</li> <li>• Consider grant opportunities to provide environmental efficiency programs.</li> <li>• Support environmental awareness programs throughout the City, including Xeriscape demonstrations in Centennial Center Park and at the Centennial Civic Center.</li> </ul>   |





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

|                           | 2012<br>Actual    | 2013<br>Adopted     | 2013<br>Revised     | 2014<br>Adopted     | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg        |
|---------------------------|-------------------|---------------------|---------------------|---------------------|---|--------------|
| Personnel Services        | \$ 932,210        | \$ 1,066,477        | \$ 1,180,832        | \$ 1,218,856        | \$ 152,379                              | 14.3%        |
| Contracted Services       | -                 | -                   | -                   | -                   | -                                       | -            |
| Other Services & Supplies | 8,416             | 18,000              | 18,000              | 25,250              | 7,250                                   | 40.3%        |
| <b>TOTAL</b>              | <b>\$ 940,626</b> | <b>\$ 1,084,477</b> | <b>\$ 1,198,832</b> | <b>\$ 1,244,106</b> | <b>\$ 159,629</b>                       | <b>14.7%</b> |



**Overview:** The Office of Innovation leads, champions, and advocates for the implementation of creative concepts and new technologies to enhance the operation and management of the City government. It connects people with ideas to people with ways to get things done by taking an outward-facing approach to relationship building. Its objectives include, but are not limited to: developing and arranging partnerships; executing revenue enhancements; developing cost reduction and cost avoidance strategies; executing innovative programs; encouraging organizational changes and enhancements to increase cost efficiencies and provide efficient, effective government services to the public. Its projects promote quality of life, economic well-being, and environmental health through the exploration of advanced technologies to help streamline City services.

### Prior Year Accomplishments:

|  |  |
|--|--|
| <br><b>City Services</b>                                  | <ul style="list-style-type: none"> <li>• Established the Office of Innovation as a multi-year initiative to seek new opportunities in partnering for cost savings, cost avoidance, and revenue opportunities for the City.</li> <li>• Gained approval by City Council to pursue the Office's main initiatives for the second half of 2013 and into 2014.</li> <li>• Increased the City's fiber optic network in partnership with CDOT, expanding total fiber optic infrastructure and enhancing connectivity between City assets.</li> </ul>   |
| <br><b>Community Quality of Life / Citizen Engagement</b> | <ul style="list-style-type: none"> <li>• Instilled a culture of innovation throughout the organization and the greater community.</li> <li>• Encouraged education and place-building through technological innovation and connectivity.</li> </ul>   |
| <br><b>Economic Health</b>                              | <ul style="list-style-type: none"> <li>• Increased public-private partnership reach to provide competitively priced services for the City.</li> <li>• Captured the annual goal of a "value-for-money" ratio of over twenty to one for the department's first month in operation.</li> <li>• Completed preliminary work for rate restructuring of City-wide street light assets with electric utilities.</li> <li>• Secured \$6 million in design funds in 2013 and \$5 million in improvement funds for 2014 for the Arapahoe/Yosemite intersection rebuild.</li> <li>• Assisted in the preparation of a funding request for \$54 million for RAMP funding among other state and local governments.</li> </ul> |
| <br><b>Environment</b>                                  | <ul style="list-style-type: none"> <li>• Partnered with private sector entities to lay fiber optic conduit to minimize environmental footprint.</li> <li>• Explored options for new technologies for the re-lamping of street lighting systems with a potential energy savings of 80 percent (80%).</li> <li>• Developed innovative and efficient traffic signal timing systems to reduce traffic congestion, air pollution levels, and energy consumption.</li> <li>• Conserved electric energy through the expansion of fiber optic communications networks for City services.</li> </ul>  |



## Goals and Objectives:

|   |   |
|---|---|
|   | <ul style="list-style-type: none"> <li>• Bring forward two significant Public-Public or Public-Private partnerships to reduce costs or improve revenues by at least \$4 million.</li> <li>• Deliver information to the public to help make engaged and informed decisions regarding innovative strategies, efficiencies, and cost savings through the use of technology.</li> </ul>   |
| <b>City Services</b>                                  |   |
|   | <ul style="list-style-type: none"> <li>• Connect the community and create educational opportunities through expanded communications, electrical, and transportation systems.</li> <li>• Develop information sharing systems to provide citizens with remote accessibility and telecommuting options.</li> <li>• Reduce travel times and congestion through enhanced connectivity of traffic signal timing systems.</li> <li>• Leverage technology to enhance partnerships with educational and governmental institutions as well as metropolitan districts.</li> </ul>  |
| <b>Community Quality of Life / Citizen Engagement</b> |   |
|   | <ul style="list-style-type: none"> <li>• Bring forward two innovative and geometric proposals to mitigate traffic congestion, reduce delays, and improve road safety.</li> <li>• Reduce energy use through more efficient lighting and transportation systems to result in competitive pricing structures for the City.</li> <li>• Support the City's economic development efforts to focus on business recruitment and retention.</li> <li>• Implement efficiency projects to avoid costs and enhance revenues for the City.</li> <li>• Install at least ten new street light luminaires to demonstrate new technologies and financial feasibility.</li> </ul> |
| <b>Economic Health</b>                                |   |
|   | <ul style="list-style-type: none"> <li>• Reduce electricity use through energy efficient lighting and transportation systems.</li> <li>• Reduce vehicle miles traveled through the efficient use of communications and traffic signal systems, thereby reducing congestion and air pollution levels.</li> </ul>   |
| <b>Environment</b>                                    |   |

### Office of Innovation Budget Summary by Budget Category

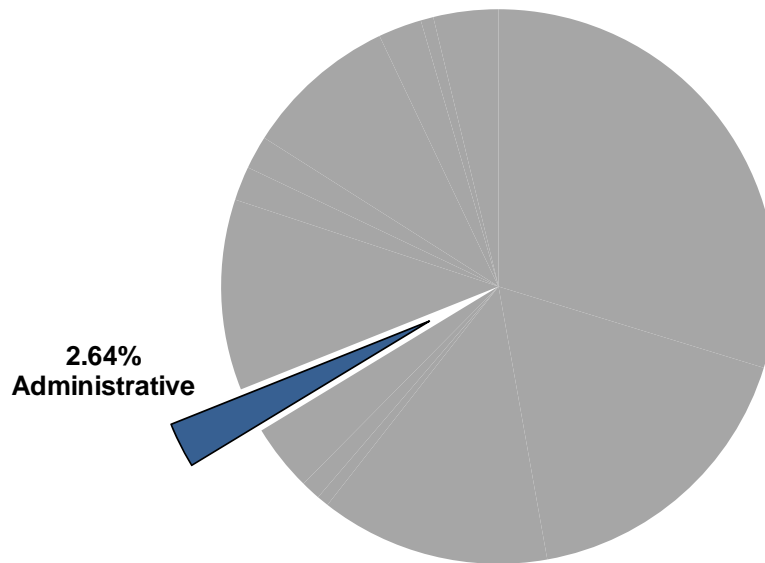
|                           | 2012<br>Actual | 2013<br>Adopted | 2013<br>Revised   | 2014<br>Adopted   | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg    |
|---------------------------|----------------|-----------------|-------------------|-------------------|---|----------|
| Personnel Services        | \$ -           | \$ -            | \$ -              | \$ -              | \$ -                                    | -        |
| Contracted Services       | -              | -               | 750,000           | 200,000           | 200,000                                 | -        |
| Other Services & Supplies | -              | -               | -                 | -                 | -                                       | -        |
| <b>TOTAL</b>              | <b>\$ -</b>    | <b>\$ -</b>     | <b>\$ 750,000</b> | <b>\$ 200,000</b> | <b>\$ 200,000</b>                       | <b>-</b> |



## ADMINISTRATION

*The Administrative function of the City of Centennial includes the Human Resources, Information Technology and Communication divisions. The accomplishments and goals of these disciplines are reflected throughout the Our Voice. Our Vision. Centennial 2030 strategies with primary emphases in the areas of City Services and Economic Health.*

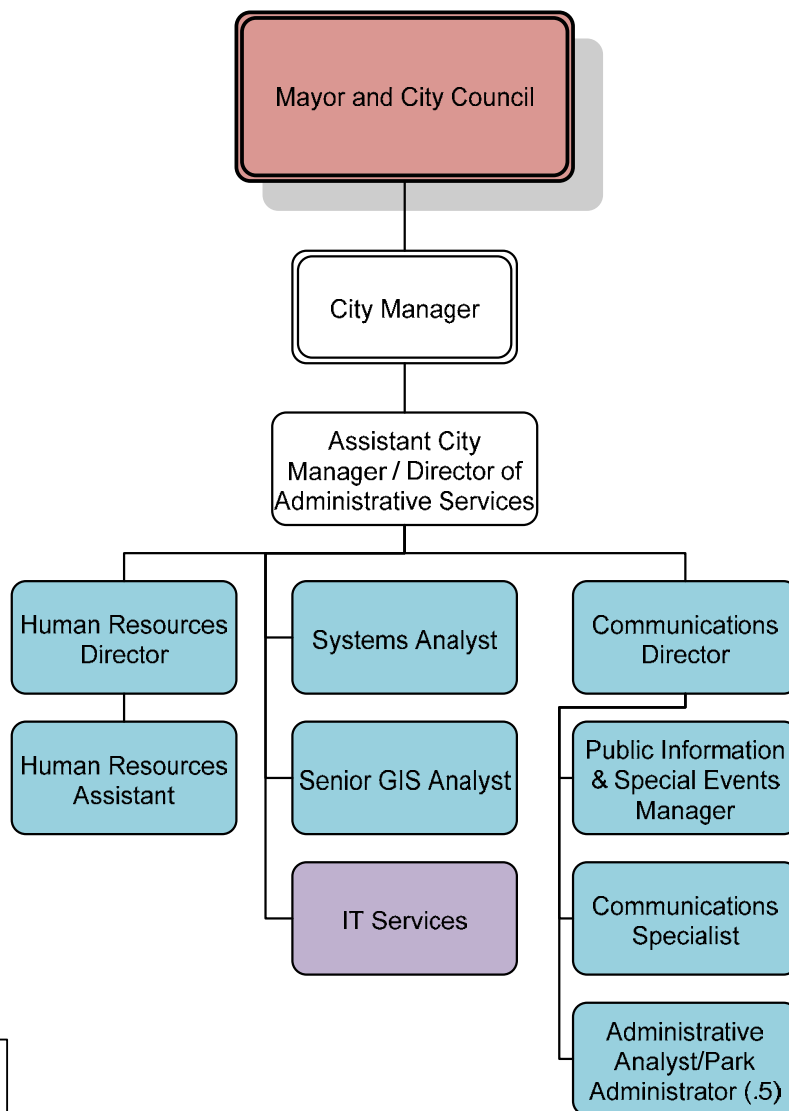
### 2014 Expenditures Administrative



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

### Total Adopted Budget by Category

|                           | 2012<br>Actual      | 2013<br>Adopted     | 2013<br>Revised     | 2014<br>Adopted     | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg        |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---|--------------|
| Personnel Services        | \$ 619,423          | \$ 586,620          | \$ 679,323          | \$ 724,413          | \$ 137,793                              | 23.5%        |
| Contracted Services       | 298,763             | 440,500             | 621,470             | 519,955             | 79,455                                  | 18.0%        |
| Other Services & Supplies | 831,377             | 651,995             | 749,342             | 722,635             | 70,640                                  | 10.8%        |
| Capital Outlay            | -                   | -                   | -                   | -                   | -                                       | -            |
| <b>TOTAL</b>              | <b>\$ 1,749,563</b> | <b>\$ 1,679,115</b> | <b>\$ 2,050,135</b> | <b>\$ 1,967,003</b> | <b>\$ 287,888</b>                       | <b>17.1%</b> |



## LEGEND

Elected Officials

City Staff

Contracted Services

## Staff and Contracted Resources Summary

|                        | 2012<br>Actual FTE | 2013<br>Revised FTE | 2014<br>Adopted FTE | 2013 / 2014<br>Difference |
|------------------------|--------------------|---------------------|---------------------|---------------------------|
| Human Resources        | 2.00               | 2.00                | 2.00                | -                         |
| Information Technology | 2.00               | 2.00                | 2.00                | -                         |
| Information Technology |                    |                     |                     |                           |
| Contracted             | 2.15               | 2.15                | 2.15                | -                         |
| Communications         | 2.33               | 3.50                | 3.50                | -                         |
| <b>TOTAL</b>           | <b>8.48</b>        | <b>9.65</b>         | <b>9.65</b>         | <b>-</b>                  |









**Overview:** The Human Resources Department is responsible for providing a full-range of comprehensive human resources programs while ensuring compliance with federal, state and local employment law. This department provides employees with the highest level of quality service and support in essential areas such as employee and employer relations, recruitment and selection, policy development, training and development, benefits, compensation, personnel records management, and investigation and resolution of internal complaints.

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

### Prior Year Accomplishments:

|   |  |
|---|--|
|  <p>City Services</p>                                    | <ul style="list-style-type: none"> <li>• Implemented a comprehensive annual focal performance review process which included manager training, standardized format, high-quality manager/employee feedback discussions, goal and objective setting and developmental focus.</li> <li>• Implemented a mid-year performance check-in to formalize semi-annual feedback.</li> <li>• Provided on-going coaching to managers around employee performance issues.</li> <li>• Conducted Strengths coaching session series with interested employees.</li> <li>• Enhanced employee benefits by improving 401(a) vesting schedule and formalizing work/life balance programs such as telecommuting and alternate work schedules, and a catastrophic illness bank.</li> </ul>   |
|  <p>Community Quality of Life / Citizen Engagement</p> | <ul style="list-style-type: none"> <li>• Enhanced job candidate experience so that every interaction with the City left each candidate feeling appreciated, even if the City was unable to offer a position.</li> <li>• Standardized on-boarding of new employees.</li> </ul>  |
|  <p>Economic Health</p>                                | <ul style="list-style-type: none"> <li>• Stream-lined the recruiting process to reduce time of management staff spent in interviews, paper, and time-to-fill.</li> <li>• Reviewed pre-employment screening tools to streamline and reduce costs.</li> <li>• In conjunction with focal review process, administered a salary program to reward and recognize employee contributions through base performance increases, adjustments in range and one-time bonuses.</li> <li>• Transitioned 401(a) and 457 retirement plans to new provider, reducing administration costs.</li> <li>• Conducted annual salary and benefits benchmarking to ensure competitive pay and benefits programs.</li> <li>• Ensured compliance with changing regulatory requirements such as legalization of civil unions and the Affordable Care Act.</li> </ul> |
|  <p>Environment</p>                                    | <ul style="list-style-type: none"> <li>• Continued utilization of NeoGov to incorporate requisition approval process, candidate tracking, interview scheduling, and document retention.</li> <li>• Composed and communicated employment policies and procedures and documented in soft-copy on City Intranet.</li> </ul>   |



| Performance Measurements:   | 2011 Actual | 2012 Actual      | 2013 Estimated | 2014 Projected |
|---|-------------|------------------|----------------|----------------|
| Percent of Voluntary Terminations During the First Year of Employment                   | 1.70%       | 2.00%            | 2.00%          | 2.00%          |
| Percentage of Employee Performance Reviews Completed on Schedule                        | 80%         | n/a              | 100%           | 100%           |
| Process New-hire Documentation Within Three Days  | 100%        | 100%             | n/a            | n/a            |
| Fill Posted Position Within 60 Business Days  | 85%         | 85%              | 100%           | 95%            |
| Employee Announcements Publicized Within Five Business Days of Start Date               | 95%         | data unavailable | 80%            | n/a            |
| Provide 15 Training and Educational Opportunities                                       | 80%         | 70%              | 100%           | n/a            |
| Organize 10 Employee Social Events  | 100%        | data unavailable | n/a            | n/a            |
| All Regular Employees Have Completed the StrengthsFinder Assessment                     | n/a         | n/a              | 40%            | 100%           |
| Drive Participation in RetireSecure 1:1 Planning Meetings with Retirement Plan Provider | n/a         | n/a              | 90%            | 95%            |

## Goals and Objectives:

|  |   |  |
|--|---|--|
|  | <b>City Services</b>                                  | <ul style="list-style-type: none"> <li>• Continue implementation of StrengthsFinder to incorporate remaining staff into the initiative and promote employee engagement.</li> <li>• Continue implementation of a comprehensive annual focal performance review process to increase quality of manager/employee feedback discussions, goal and objective setting and developmental focus.</li> <li>• Conduct a thorough benefits review to ensure that we are offering employee-favorable benefits at fair costs.</li> <li>• Partner with Risk Management to develop and implement Emergency Management Procedures and Business Resumption protocols.</li> <li>• Assess viability of an Aspiring Manager Program and begin implementation as appropriate.</li> </ul> |
|  | <b>Community Quality of Life / Citizen Engagement</b> | <ul style="list-style-type: none"> <li>• In conjunction with the CAO or other Center of Expertise, conduct manager training on the legal aspects of managing employees.</li> <li>• Implement a formal Employee Engagement Survey.</li> <li>• Conduct Introduction to Engagement training for all people managers.</li> <li>• Partner with Communications to enhance internal communications, employee recognition and employee events.</li> </ul>  |
|  | <b>Economic Health</b>                                | <ul style="list-style-type: none"> <li>• Conduct annual salary and benefits benchmarking to ensure competitive pay and benefits programs.</li> <li>• Evaluate retirement benefits with the goal of maximizing employee participation.</li> <li>• Evaluate cost/benefits of a wellness program.</li> </ul>  |



## Goals and Objectives: (Cont.)



Environment

- Automate 2014 focal review process to eliminate the need for a paper reviews and include self-assessments and 360° feedback.
- Build out manager resources on the Intranet.





## Human Resources Budget Summary by Budget Category

|                           | 2012<br>Actual    | 2013<br>Adopted   | 2013<br>Revised   | 2014<br>Adopted   | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg        |
|---------------------------|-------------------|-------------------|-------------------|-------------------|---|--------------|
| Personnel Services        | \$ 264,194        | \$ 226,441        | \$ 203,364        | \$ 211,815        | \$ (14,626)                             | -6.5%        |
| Contracted Services       | 33,129            | 108,400           | 92,400            | 92,400            | (16,000)                                | -14.8%       |
| Other Services & Supplies | 481,980           | 245,995           | 123,320           | 251,235           | 5,240                                   | 2.1%         |
| <b>TOTAL</b>              | <b>\$ 779,303</b> | <b>\$ 580,836</b> | <b>\$ 419,084</b> | <b>\$ 555,450</b> | <b>\$ (25,386)</b>                      | <b>-4.4%</b> |







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

### Prior Year Accomplishments:

|   |   |
|---|---|
|  <p><b>City Services</b></p>                                 | <ul style="list-style-type: none"> <li>• Initiated ArcGIS Server project, including data development and server deployment to enable decision support and web mapping.</li> <li>• Completed a review of Public Works GIS and designed a database architecture to integrate Public Works.</li> <li>• Updated the GIS Master plan to reflect the growing data and technology trends of the internet.</li> <li>• Represented the City in inter-governmental consortiums and boards that enhanced regional cooperation.</li> <li>• Launched an online park reservations application for citizens to reserve shelters and pay online.</li> <li>• Assisted Community Development, Animal Services, in launching an online Animal Licensing program allowing citizens to pay pet license fees electronically.</li> </ul> |
|  <p><b>Community Quality of Life/Citizen Engagement</b></p> | <ul style="list-style-type: none"> <li>• Upgraded the City Council Chambers with new audio/visual technology providing for more efficient and aesthetically pleasing technology.</li> <li>• Provided greater access to geographic data for informed decision making.</li> <li>• Collaborated with the Client Experience Manager in placing the City's kiosk in local recreation centers and libraries to allow citizens to interact with the City (e.g. pay fines, license animal, register to vote, etc.) at remote locations. Partnered with local agencies for placement and allowed agencies to have links on the City's kiosk.</li> <li>• Provided connectivity and content management on the Electronic Messaging Sign and the indoor messaging system in the lobby.</li> </ul>                             |
|  <p><b>Economic Health</b></p>                             | <ul style="list-style-type: none"> <li>• Transitioned the City to a new Telecommunications vendor (Century Link) and reduced cost of monthly charges.</li> <li>• Identified data solutions for the City's neighborhoods and business community that resulted in better customer support.</li> <li>• Enhanced IT Infrastructure allowing the City to increase storage capacity with the deployment of Document Management and provide collaborative tools in one solution forgoing potential multiple expenses. This one solution also allows for redundancy to increase productivity during a disaster.</li> </ul>  |
|  <p><b>Environment</b></p>                                 | <ul style="list-style-type: none"> <li>• The City continues to recycle old equipment and donates to local charities.</li> <li>• Launched a new Document Management System that allows citizens to search and print records that are available online. Deployed a new City Records Request form for citizens to request records that are not available online.</li> </ul>  |



## Goals and Objectives:

|  |   |
|--|---|
| <br><b>City Services</b>                                  | <ul style="list-style-type: none"> <li>• House and maintain a multi-user geodatabase that integrates Public Works and inter-agency data for centralized decision making.</li> <li>• Advance the deployment of web mapping.</li> <li>• Provide tools for field personnel to coordinate effectively in a mobile environment.</li> <li>• Leverage resources to deliver tools that enable mobile users to work more effectively.</li> </ul> |
| <br><b>Community Quality of Life / Citizen Engagement</b> | <ul style="list-style-type: none"> <li>• Advance relationships among Inter-agency partners that develops greater decision making and understanding for a regional context.</li> <li>• Implement an online civic engagement tool along with more interactive online forms for citizens.</li> <li>• Represent the City in inter-governmental consortiums and boards that enhance regional cooperation.</li> </ul>                         |
| <br><b>Economic Health</b>                                | <ul style="list-style-type: none"> <li>• Capitalize on GIS software licensing and data, that is scaled appropriately, as to allow a flexible and economic return on investment without compromising operations.</li> <li>• Continue to examine expenses to reduce and consolidate costs.</li> </ul>   |
| <br><b>Environment</b>                                  | <ul style="list-style-type: none"> <li>• Explore options for reducing the number of desktop printers.</li> <li>• Continue to find solutions to reduce paper use and waste.</li> <li>• Implement a network printing program to reduce costs on toner.</li> </ul>   |

### Information Technology Budget Summary by Budget Category

|                           | 2012<br>Actual    | 2013<br>Adopted   | 2013<br>Revised     | 2014<br>Adopted   | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg        |
|---------------------------|-------------------|-------------------|---------------------|-------------------|---|--------------|
| Personnel Services        | \$ 355,229        | \$ 178,453        | \$ 183,452          | \$ 185,491        | \$ 7,038                                | 3.9%         |
| Contracted Services       | 265,634           | 332,100           | 529,070             | 427,555           | 95,455                                  | 28.7%        |
| Other Services & Supplies | 155,398           | 167,000           | 328,588             | 172,400           | 5,400                                   | 3.2%         |
| Capital Outlay            | -                 | -                 | -                   | -                 | -                                       | -            |
| <b>TOTAL</b>              | <b>\$ 776,261</b> | <b>\$ 677,553</b> | <b>\$ 1,041,110</b> | <b>\$ 785,446</b> | <b>\$ 107,893</b>                       | <b>15.9%</b> |



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

### Prior Year Accomplishments:

|  |  |
|--|--|
|  | <ul style="list-style-type: none"> <li>• Launched a redesigned, dynamic and interactive City website including social media.</li> <li>• Developed strategic communications in partnership with City departments to ensure a consistent message throughout the organization.</li> <li>• Distributed four Centennial Connection newsletters.</li> <li>• Developed Budget in Brief and sent to all Centennial residents.</li> <li>• Developed 2012 City Annual Report.</li> <li>• Planned groundbreaking for the City's first owned public works facility.</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>• Implemented three City sponsored community events (Celebrate Centennial Under the Stars, Dog Days, Holiday Lighting) and sponsored numerous others throughout the City.</li> <li>• Explored opportunities for online civic engagement such as Peak Democracy, Mind Mixer, and Next Door.</li> <li>• Successfully implemented a Snow Hero Program encouraging residents and businesses to voluntarily remove snow and ice from sidewalks. 128 community members or organizations were nominated throughout the program.</li> <li>• Participated in the development of a comprehensive City Council orientation.</li> <li>• Implemented Picture Centennial, a program that partners with local artists to feature art created in the City or about the City.</li> </ul> |
|  | <ul style="list-style-type: none"> <li>• Attended/assisted in business groundbreakings/ribbon cuttings. Developed key messaging for elected officials regarding these openings/ribbon cuttings.</li> <li>• Coordinated Annual State of Our City event in partnership with the Centennial Rotary Club.</li> <li>• Communicated information about ballot question 2G regarding fiber optic infrastructure.</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>• Partnered with Arapahoe Park and Recreation District for Bike to Work breakfast station.</li> <li>• Partnered with Heritage Elementary School for Bike and Walk to School Day for Health Week.</li> </ul>   |









**Performance Measurements:**

|   | 2011 Actual | 2012 Actual | 2013 Estimated | 2014 Projected |
|---|-------------|-------------|----------------|----------------|
| <i>Number of Hits on the Web site</i>   |             |             |                |                |
| Total Hits  | 18,366,690  | 21,848,189  | 15,000,000     | 20,000,000     |
| First Time Visitors   | 176,998     | 191,085     | 220,270        | 250,000        |
| Number of News Stories Distributed to Media, Neighborhood Associations and Web site | 150         | 200         | 150            | 150            |
| Number of News Stories Generated by News Releases and Working with the Media        | 600         | 750         | 400            | 500            |
| Number of Children and Families Attending City sponsored Events                     | 7,000       | 5,000       | 5,000          | 6,000          |

**Goals and Objectives:**

|  |  |
|--|--|
|  <p><b>City Services</b></p>                                    | <ul style="list-style-type: none"> <li>• Develop and distribute the Centennial Connection newsletter four times a year.</li> <li>• Manage content of City website.</li> <li>• Send news releases, update City website and work with local media to ensure the citizens are receiving information about the latest projects in the City.</li> <li>• Develop crisis communication plan.</li> <li>• Enhance City branding through consistency of marketing materials, strategic messaging emphasizing Centennial themes.</li> </ul> |
|  <p><b>Community Quality of Life / Citizen Engagement</b></p> | <ul style="list-style-type: none"> <li>• Market Centennial Center Park to businesses and event organizations.</li> <li>• Manage social media/ online civic engagement communication tools.</li> <li>• Implement and manage community events at Centennial Center Park and evaluate sponsorship opportunities.</li> <li>• Ensure consistent voice within intergovernmental regional activities.</li> <li>• Implement a successful second season of the Snow Hero program.</li> </ul>  |
|  <p><b>Economic Health</b></p>                                | <ul style="list-style-type: none"> <li>• Provide major communications and support for groundbreakings and openings of retailers and businesses in the City.</li> <li>• Assist Economic Development Division in the development of marketing materials and communication tools to Centennial businesses.</li> </ul>   |
|  <p><b>Environment</b></p>                                    | <ul style="list-style-type: none"> <li>• Host Bike to Work Day breakfast station(s) in the City.</li> </ul>  |

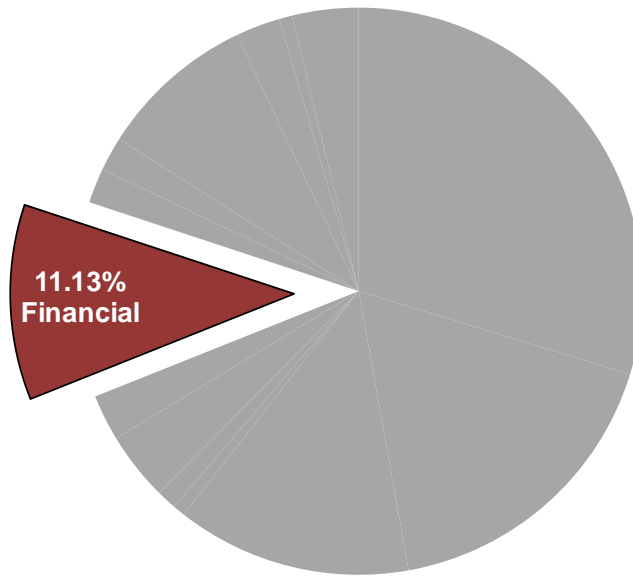
**Communications  
Budget Summary by Budget Category**

|                           | 2012 Actual       | 2013 Adopted      | 2013 Revised      | 2014 Adopted      | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg        |
|---------------------------|-------------------|-------------------|-------------------|-------------------|---|--------------|
| Personnel Services        | \$ -              | \$ 181,726        | \$ 292,507        | \$ 327,107        | \$ 145,381                              | 80.0%        |
| Contracted Services       | -                 | -                 | -                 | -                 | -                                       | -            |
| Other Services & Supplies | 193,999           | 239,000           | 297,434           | 299,000           | 60,000                                  | 25.1%        |
| <b>TOTAL</b>              | <b>\$ 193,999</b> | <b>\$ 420,726</b> | <b>\$ 589,941</b> | <b>\$ 626,107</b> | <b>\$ 205,381</b>                       | <b>48.8%</b> |



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

## 2014 Expenditures Financial



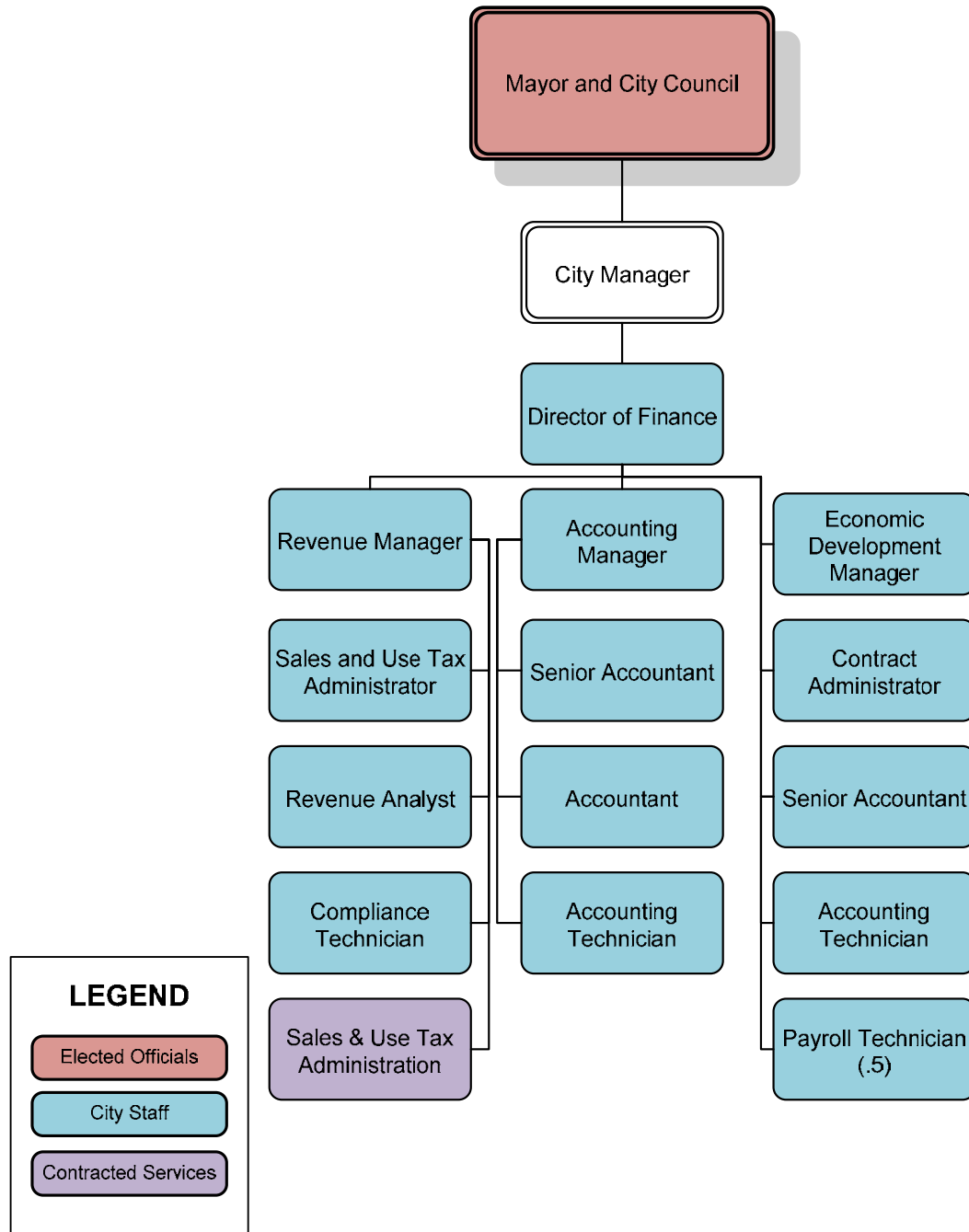
This graph illustrates the percentage of this function's expenditures to the operating budget of all fund types.

### Total Adopted Budget by Category

|                           | 2012<br>Actual      | 2013<br>Adopted     | 2013<br>Revised     | 2014<br>Adopted     | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg        |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---|--------------|
| Personnel Services        | \$ 834,618          | \$ 1,089,043        | \$ 1,074,258        | \$ 1,241,030        | \$ 151,987                              | 14.0%        |
| Contracted Services       | 1,045,095           | 1,460,545           | 1,378,316           | 1,479,684           | 19,139                                  | 1.3%         |
| Other Services & Supplies | 4,760,836           | 5,833,983           | 5,624,661           | 5,585,212           | (248,771)                               | -4.3%        |
| Capital Outlay            | -                   | -                   | -                   | -                   | -                                       | -            |
| <b>TOTAL</b>              | <b>\$ 6,640,549</b> | <b>\$ 8,383,571</b> | <b>\$ 8,077,235</b> | <b>\$ 8,305,926</b> | <b>\$ (77,645)</b>                      | <b>-0.9%</b> |



# FINANCIAL



## Staff and Contracted Resources Summary





|                          | 2012<br>Actual FTE | 2013<br>Revised FTE | 2014<br>Adopted FTE | 2013 / 2014<br>Difference |
|--------------------------|--------------------|---------------------|---------------------|---------------------------|
| Finance                  | 12.50              | 12.50               | 12.50               | -                         |
| Sales/Use Tax Compliance | 2.00               | 2.00                | 2.00                | -                         |
| Economic Development     | 1.33               | 1.00                | 1.00                | -                         |
| <b>TOTAL</b>             | <b>15.83</b>       | <b>15.50</b>        | <b>15.50</b>        | <b>-</b>                  |



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

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





### Prior Year Accomplishments:

|   |   |
|---|---|
|  <p><b>City Services</b></p>                                   | <ul style="list-style-type: none"> <li>Continued to engage the Audit, Budget, and Investment Committees in the annual reporting, planning, and budgeting processes.</li> <li>Provided new methods in research, analysis and projections of City revenue sources.</li> <li>Implemented a Purchasing Card program that streamlines City purchasing procedures and offers more payment options to City vendors.</li> <li>Developed Purchasing Policy and procedures manual to enhance the effectiveness and efficiencies of the City's purchasing function.</li> </ul>   |
|  <p><b>Community Quality of Life / Citizen Engagement</b></p> | <ul style="list-style-type: none"> <li>Continued to engage Citizen Members on the Audit, Budget, and Investment Committees.</li> <li>Actively participated with and engaged citizen representation in the City General Improvement Districts.</li> <li>Continued to develop and publish general revenue and sales tax informational guides on topics determined to be helpful to citizens/businesses.</li> </ul>  |
|  <p><b>Economic Health</b></p>                               | <ul style="list-style-type: none"> <li>Increased the City's investment earnings, while maintaining safety and liquidity in the City's investment portfolio.</li> <li>Prepared and provided monthly financial and analytical reports to City Council. These reports were provided within 60 days after the close of each reporting period.</li> <li>Achieved the Governmental Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting and Distinguished Budget Presentation Award.</li> <li>Reviewed and enhanced sales tax software deficiencies to facilitate delinquent account collections.</li> <li>Reviewed City revenues from out-of-City sources to determine accuracy of distributions.</li> <li>Increased out-of-City sales tax licenses to 45 percent (45%) from 41 percent (41%) in 2012.</li> </ul> |
|  <p><b>Environment</b></p>                                   | <ul style="list-style-type: none"> <li>Provided all financial information, as appropriate, in electronic format on the City's website; maintained a minimum number of hard copies for distribution.</li> <li>Continued to disseminate all internal monthly department financial reports in electronic format.</li> <li>Increased online sales tax filings from 28 percent (28%) to 32 percent (32%) through promotion and taxpayer education.</li> </ul>  |



| Performance Measurements:  | 2011 Actual | 2012 Actual | 2013 Estimated | 2014 Projected |
|--|-------------|-------------|----------------|----------------|
| GFOA—CAFR Award  | Yes         | Yes         | Yes            | Yes            |
| GFOA—Distinguished Budget Presentation Award   | Yes         | Yes         | Yes            | Yes            |
| Number of Sales Tax Licenses   | 3,618       | 3,855       | 4,095          | 4,270          |
| Delinquent sales tax accounts as a % to total sales tax licenses                     | 23%         | 14%         | 14%            | 13%            |
| Sales/Use tax audits performed and completed   | 91          | 110         | 75             | 70             |
| Number of days between end of month and distribution of reports to Staff and Council | <60         | <60         | <60            | <45            |

### Goals and Objectives:

|  |   |
|--|---|
|  <p><b>City Services</b></p>                                    | <ul style="list-style-type: none"> <li>• Continue to communicate financial information on the City's website on a monthly basis for transparency purposes.</li> <li>• Continue to work with other City departments in drafting policies which protect and safeguard the City's assets.</li> <li>• Continue to develop efficiencies in administering the Sales Tax program with emphasis on delinquent account management and taxpayer compliance.</li> <li>• Provide continual improvement in research and analysis of City revenues that assist in reporting and projecting revenues in future budget years.</li> </ul>  |
|  <p><b>Community Quality of Life / Citizen Engagement</b></p> | <ul style="list-style-type: none"> <li>• Continue to engage Citizen Member participation on the Audit, Budget, and Investment Committees.</li> <li>• Continue to engage citizen representation in the City's General Improvement Districts.</li> <li>• Develop and implement an online business registration platform.</li> <li>• Implement a taxpayer engagement process aiming at new retail sales businesses located in the City within the first six months of business operations.</li> </ul>  |
|  <p><b>Economic Health</b></p>                                | <ul style="list-style-type: none"> <li>• Continue to communicate financial information to citizens by posting the Budget, Comprehensive Annual Financial Report, Monthly Financial Statements and Analysis, and Investment Holdings on the City's website.</li> <li>• Continue to monitor and review the City's purchasing card program to ensure card use is conducted in compliance with City Policy.</li> <li>• Achieve the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting and Distinguished Budget Presentation Awards.</li> <li>• Monitor sales tax software deficiencies to facilitate further process improvement in administering the City's sales tax program.</li> <li>• Review City revenue sources from out-of-City sources to determine accuracy of distributions.</li> <li>• Prepare and provide monthly financial and analytical reports to City Council within 45 days after the close of each reporting period.</li> </ul> |
|  <p><b>Environment</b></p>                                    | <ul style="list-style-type: none"> <li>• Continue to provide all financial information, when appropriate, in electronic format on the City's website and to internal and external users.</li> <li>• Continue current efforts to promote online filing of sales tax returns and online registration of businesses.</li> <li>• Identify other areas where email notifications can be utilized.</li> </ul>   |



**Finance**  
**Budget Summary by Budget Category**





|                           | <b>2012<br/>Actual</b> | <b>2013<br/>Adopted</b> | <b>2013<br/>Revised</b> | <b>2014<br/>Adopted</b> | <b>2013 Adopted/<br/>2014 Adopted</b> |              |
|---------------------------|------------------------|-------------------------|-------------------------|-------------------------|---------------------------------------|--------------|
|                           |                        |                         |                         |                         | <b>\$ Chg</b>                         | <b>% Chg</b> |
| Personnel Services        | \$ 834,618             | \$ 1,089,043            | \$ 1,074,258            | \$ 1,241,030            | \$ 151,987                            | 14.0%        |
| Contracted Services       | 704,766                | 820,545                 | 811,145                 | 821,564                 | 1,019                                 | 0.1%         |
| Other Services & Supplies | 40,808                 | 498,329                 | 496,439                 | 450,988                 | (47,341)                              | -9.5%        |
| <b>TOTAL</b>              | <b>\$ 1,580,192</b>    | <b>\$ 2,407,917</b>     | <b>\$ 2,381,842</b>     | <b>\$ 2,513,582</b>     | <b>\$ 105,665</b>                     | <b>4.4%</b>  |





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

**Prior Year Accomplishments:**

|  |  |
|--|--|
|  <p><b>City Services</b></p>                                | <ul style="list-style-type: none"> <li>• Enhanced communication efforts by utilizing web-based newsletter/marketing software with results reporting function to evaluate effectiveness and outreach metrics.</li> <li>• Partnered with Long Range Planning to complete the I-25 Sub Area Plan project.</li> <li>• Encouraged public participation in special projects by hosting open houses and using a variety of communication efforts to reach a broad stakeholder base.</li> <li>• Continued active participation in the Metro Denver EDC, South Metro Denver Chamber of Commerce, Aurora Chamber of Commerce and Denver South Economic Development Partnership.</li> <li>• Invited key business leaders to attend various economic development related functions.</li> </ul> |
|  <p><b>Community Quality of Life/Citizen Engagement</b></p> | <ul style="list-style-type: none"> <li>• Participated in various events and strategies with the Metro Denver EDC, South Metro Denver Chamber of Commerce, Aurora Chamber of Commerce and Denver South Economic Development Partnership.</li> <li>• Developed custom demographic profiles for key trade areas and geographies within Centennial that are available for download from the City's website.</li> <li>• Continued to distribute "Proud Local Business" window clings to all new registered businesses.</li> <li>• Published the 2013 Centennial Business Directory, available for download, in six different versions.</li> <li>• Hosted the Centennial Business Appreciation Event at Centennial Center Park</li> </ul>  |
|  <p><b>Economic Health</b></p>                            | <ul style="list-style-type: none"> <li>• Partnered with Finance Department staff to evaluate cost to serve data and develop a fiscal impact model.</li> <li>• The Economic Development Technical Advisory Committee continued to evaluate areas of opportunity and involvement for the business community.</li> <li>• The City welcomed a number of new businesses including Chick-Fil-A, Café Rio, and H&amp;M.</li> <li>• Partnered with Greenwood Village to host the ICSC Retail Roadshow focusing on Arapahoe Road.</li> <li>• Prepared White Paper regarding convenience uses on Arapahoe Road.</li> </ul>   |
|  <p><b>Environment</b></p>                                | <ul style="list-style-type: none"> <li>• Continued to work with utilities, interested commercial property owners, and other properties to pursue alternative energy options within the City's commercial properties.</li> <li>• Continued to discuss the importance of LEED facilities and upgrades with commercial property owners.</li> </ul>  |



| Performance Measurements:                            | 2011 Actual | 2012 Actual | 2013 Estimated | 2014 Projected |
|--|-------------|-------------|----------------|----------------|
| New Commercial Square Feet Added                     | 500,000     | 98,000      | 140,000        | 130,000        |
| Economic Development Inquiries                       | 327         | 332         | 335            | 340            |
| Business Development, Retention & Expansion Contacts | 168         | 171         | 175            | 175            |
| Economic Development Web Hits                        | N/A         | 1,527       | 1,400          | 1,700          |

### Goals and Objectives:

|  |   |  |
|--|---|--|
|  | <b>City Services</b>                                | <ul style="list-style-type: none"> <li>Enhance communication efforts by utilizing web-based newsletter/marketing software with results reporting function to evaluate effectiveness and outreach.</li> <li>Encourage public participation in special projects by hosting open houses and using a variety of communication efforts to reach a broad stakeholder base.</li> <li>Continue active participation in the Metro Denver EDC, South Metro Denver Chamber of Commerce, Aurora Chamber of Commerce and Denver South Economic Development Partnership.</li> <li>Invite key business leaders to attend various economic development related functions.</li> </ul> |
|  | <b>Community Quality of Life/Citizen Engagement</b> | <ul style="list-style-type: none"> <li>Participate in various events and strategies with the Metro Denver EDC, South Metro Denver Chamber of Commerce, Aurora Chamber of Commerce and Denver.</li> <li>Develop custom demographic profiles for key trade areas and geographies within Centennial that are available for download from the City's website.</li> <li>Continue to distribute "Proud Local Business" window clings to all new registered businesses.</li> <li>Publish the 2014 Centennial Business Directory, available for download, in six different versions.</li> <li>Host a Centennial Business Appreciation Event.</li> </ul>                      |
|  | <b>Economic Health</b>                              | <ul style="list-style-type: none"> <li>Partner with Finance and Community Development staff to prepare fiscal impact model reports for various projects.</li> <li>Work with the Economic Development Technical Advisory Committee to evaluate areas of opportunity and involvement for the business community.</li> <li>Host industry-based small group sessions with political leaders to understand industry dynamics and growth opportunities.</li> <li>Pursue strategic annexations where appropriate.</li> </ul>  |
|  | <b>Environment</b>                                  | <ul style="list-style-type: none"> <li>Continue to work with utilities, interested commercial property owners, and other properties to pursue alternative energy options within the City's commercial properties.</li> <li>Continue to discuss the importance of LEED facilities and upgrades with commercial property owners.</li> </ul>  |

### Economic Development Budget Summary by Budget Category

|                           | 2012<br>Actual    | 2013<br>Adopted   | 2013<br>Revised   | 2014<br>Adopted   | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg       |
|---------------------------|-------------------|-------------------|-------------------|-------------------|---|-------------|
| Personnel Services        | \$ -              | \$ -              | \$ -              | \$ -              | -                                       | -           |
| Contracted Services       | 71,079            | 225,000           | 146,011           | 225,000           | -                                       | 0.0%        |
| Other Services & Supplies | 44,148            | 75,500            | 75,500            | 79,000            | 3,500                                   | 4.6%        |
| <b>TOTAL</b>              | <b>\$ 115,227</b> | <b>\$ 300,500</b> | <b>\$ 221,511</b> | <b>\$ 304,000</b> | <b>\$ 3,500</b>                         | <b>1.2%</b> |



## Nondepartmental

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

**Prior Year Uses:** During 2013, the primary use of funds in the Nondepartmental division is for County vendor and treasurer's fees, payments made pursuant to Incentive Agreements, and legal costs related to specific projects.

**Planning:** The County collects property tax, certain sales tax, and automobile use tax on behalf of the City for which a one percent (1%) and five percent (5%) fee is charged for property tax collections and sales and automobile use tax collections, respectively. This fee is intended to cover county expenses for collecting and processing payment to the City. As a result, the City has set aside funding in the Nondepartmental division budget for these fees. The Nondepartmental budget also includes amounts set aside for incentive agreement payments; the City has several Incentive Agreements where the City will share back certain revenue amounts based on revenue collections. The amounts shared back are generally intended to be used for public improvements. In addition, this budget can cover other unanticipated expenditures for the City, which may include the costs of projects, contracted services, professional services, or supplies.

### Nondepartmental Budget Summary by Budget Category

|                           | 2012<br>Actual      | 2013<br>Adopted     | 2013<br>Revised     | 2014<br>Adopted     | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg        |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---|--------------|
| Personnel Services        | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                                    | -            |
| Contracted Services       | 269,250             | 415,000             | 421,160             | 433,120             | 18,120                                  | 4.4%         |
| Other Services & Supplies | 4,446,033           | 4,999,924           | 4,743,892           | 4,718,394           | (281,530)                               | -5.6%        |
| <b>TOTAL</b>              | <b>\$ 4,715,283</b> | <b>\$ 5,414,924</b> | <b>\$ 5,165,052</b> | <b>\$ 5,151,514</b> | <b>\$ (263,410)</b>                     | <b>-4.9%</b> |

## Central Services

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

**Prior Year Uses:** During 2013, the primary use of funds in the Central Services Division included employees' professional training, professional dues, and office supplies.

**Planning:** The 2014 budget will be utilized similarly to prior years, however in 2014, the allocation of funds between line items has changed and there is an overall increase in the total budget.

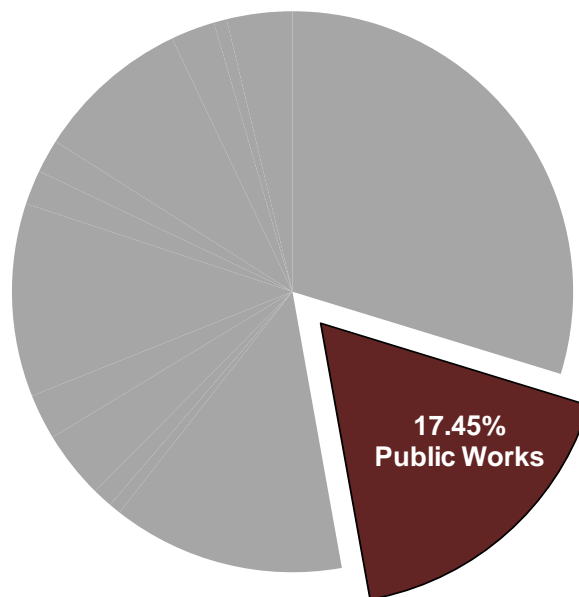
### Central Services Budget Summary by Budget Category

|                           | 2012<br>Actual    | 2013<br>Adopted   | 2013<br>Revised   | 2014<br>Adopted   | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg        |
|---------------------------|-------------------|-------------------|-------------------|-------------------|---|--------------|
| Personnel Services        | \$ -              | \$ -              | \$ -              | \$ -              | \$ -                                    | -            |
| Contracted Services       | -                 | -                 | -                 | -                 | -                                       | -            |
| Other Services & Supplies | 229,847           | 260,230           | 308,830           | 336,830           | 76,600                                  | 29.4%        |
| <b>TOTAL</b>              | <b>\$ 229,847</b> | <b>\$ 260,230</b> | <b>\$ 308,830</b> | <b>\$ 336,830</b> | <b>\$ 76,600</b>                        | <b>29.4%</b> |



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

## 2014 Expenditures Public Works



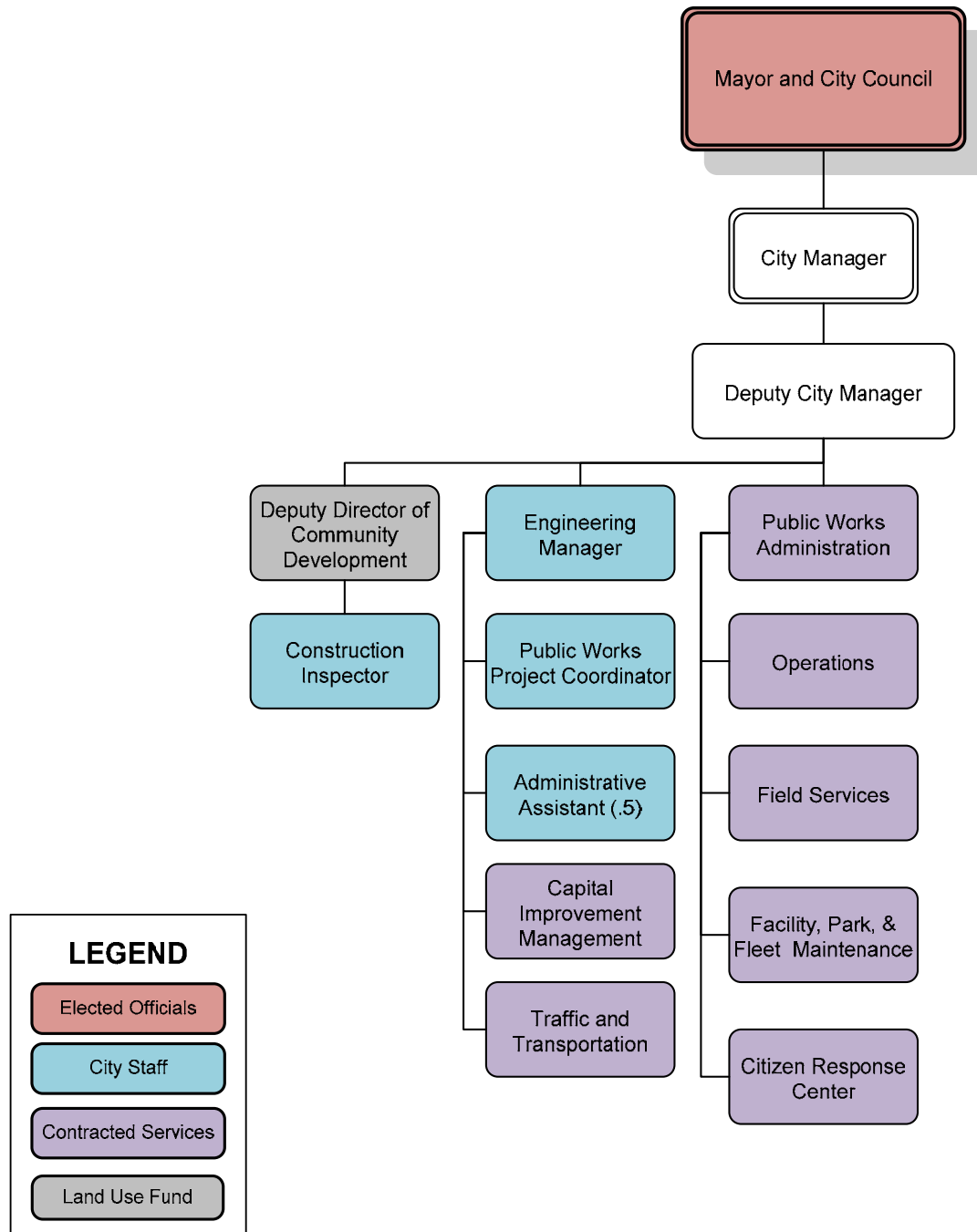
This graph illustrates the percentage of this function's expenditures (not including transfers) to the operating budget of all fund types.

### Total Adopted Budget by Category

|                               | 2012<br>Actual       | 2013<br>Adopted      | 2013<br>Revised      | 2014<br>Adopted      | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg        |
|-------------------------------|----------------------|----------------------|----------------------|----------------------|---|--------------|
| Personnel Services            | \$ 965,127           | \$ 470,479           | \$ 498,891           | \$ 480,881           | \$ 10,402                               | 2.2%         |
| Contracted Services           | 10,043,376           | 11,299,890           | 10,333,810           | 10,575,301           | (724,589)                               | -6.4%        |
| Other Services & Supplies     | 1,295,632            | 1,821,031            | 1,948,344            | 1,808,718            | (12,313)                                | -0.7%        |
| Capital Outlay                | 31,135               | -                    | 320,000              | 160,000              | 160,000                                 | -            |
| <b>Total Before Transfers</b> | <b>12,335,270</b>    | <b>13,591,400</b>    | <b>13,101,045</b>    | <b>13,024,900</b>    | <b>(566,500)</b>                        | <b>-4.2%</b> |
| Transfers to CIP Fund         | 14,931,665           | 7,975,000            | 9,782,000            | 9,071,883            | 1,096,883                               | 13.8%        |
| <b>TOTAL</b>                  | <b>\$ 27,266,935</b> | <b>\$ 21,566,400</b> | <b>\$ 22,883,045</b> | <b>\$ 22,096,783</b> | <b>\$ 530,383</b>                       | <b>2.5%</b>  |



## PUBLIC WORKS



### Staff and Contracted Resources Summary

|                         | 2012<br>Actual FTE | 2013<br>Revised FTE | 2014<br>Adopted FTE | 2013 / 2014<br>Difference |
|-------------------------|--------------------|---------------------|---------------------|---------------------------|
| Public Works Staff      | 4.00               | 3.50                | 3.50                | -                         |
| Public Works Contracted | 41.50              | 43.25               | 43.25               | -                         |
| Engineering             | 1.00               | 1.00                | 1.00                | -                         |
| Facilities              | 1.50               | 1.75                | 2.63                | 0.88                      |
| <b>TOTAL</b>            | <b>48.00</b>       | <b>49.50</b>        | <b>50.38</b>        | <b>0.88</b>               |



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

### Prior Year Accomplishments:





|  |   |  |
|--|---|--|
|  | <b>City Services</b>                                  | <ul style="list-style-type: none"> <li>• Constructed nearly 1900 tons of major asphalt patching on City streets.</li> <li>• Completed 465 cubic yards of concrete replacement for curbs, gutters and sidewalks.</li> <li>• Performed preventative pavement maintenance by applying 45,000 pounds of crack seal material to asphalt pavement.</li> <li>• Maintained the appearance of the City by managing the height of vegetation to eight inches or less.</li> </ul> |
|  | <b>Community Quality of Life / Citizen Engagement</b> | <ul style="list-style-type: none"> <li>• Through Snow Route Optimization, provided 93 additional lane miles of snow removal on Priority 2 streets.</li> <li>• Developed optimized snow routes for residential snow plowing, in the event this service is deployed.</li> <li>• Managed utility and contractor work within the rights-of-way to maintain the integrity of the infrastructure.</li> <li>• Updated the City's Snow and Ice Control Plan.</li> </ul>        |
|  | <b>Economic Health</b>                                | <ul style="list-style-type: none"> <li>• Maintained a safe and efficient infrastructure for the traveling public through snow and ice removal efforts, preventative pavement maintenance and street rehabilitation programs.</li> <li>• Delivered full value of the Public Works contract to the City by meeting all performance measures.</li> </ul>  |
|  | <b>Environment</b>                                    | <ul style="list-style-type: none"> <li>• Completed the equivalent of three sweepings on every street in the City, utilizing double sweeps in the spring and fall.</li> <li>• Met Regional Air Quality goals of reducing PM 10 emissions by not applying aggregate to the roadway during winter events.</li> </ul>  |

| Performance Measurements:                                    | 2011 Actual | 2012 Actual | 2013 Estimated | 2014 Projected |
|--|-------------|-------------|----------------|----------------|
| Tons of Street Patching Completed                            | 1,957       | 2,023       | 2,400          | 2,000          |
| Pounds of Crack Sealing Completed                            | 34,708      | 43,496      | 45,000         | 45,000         |
| Miles of Street Sweeping Completed                           | 5,811       | 7,579       | 10,000         | 10,000         |
| Acres of Mowing and Weed Control Completed                   | 350         | 6           | 6              | 6              |
| Cubic Yards of Curb, Gutter, Sidewalk and Crosspans Replaced | 449         | 513         | 465            | 465            |





## Goals and Objectives:

|  |  |
|--|--|
|  <p><b>City Services</b></p>                                  | <ul style="list-style-type: none"> <li>• Complete 2,000 tons of asphalt patching.</li> <li>• Complete 400 cubic yards of concrete and related structure rehabilitation repair.</li> <li>• Perform preventative crack seal maintenance by applying 45,000 pounds of crack sealant.</li> <li>• Sweep entire street network three times by performing a double sweep in the spring, a single sweep in the summer and a double sweep in the fall.</li> </ul>   |
|  <p><b>Community Quality of Life / Citizen Engagement</b></p> | <ul style="list-style-type: none"> <li>• Provide a highly responsive division that will address the community's questions and needs through excellence in service delivery according to the established priority system.</li> <li>• Maintain right-of-way vegetation to a height of eight inches for health, safety, and appearance.</li> <li>• Plow all streets within the priority routing system to maintain a Mostly Clear condition on Priority 1 streets and a Plowed condition on Priority 2 streets.</li> <li>• Manage the roadway network for the City of Centennial to maintain an overall "Good" network condition.</li> <li>• Respond to requests for pothole patching within three days.</li> </ul> |
|  <p><b>Economic Health</b></p>                                | <ul style="list-style-type: none"> <li>• Prudently manage the use of city funds by following established guidelines for evaluation and prioritization of work.</li> <li>• Provide snow removal of priority routes to facilitate vehicular travel for employers, employees, business owners, customers and citizens within the City of Centennial.</li> </ul>   |
|  <p><b>Environment</b></p>                                  | <ul style="list-style-type: none"> <li>• Train and educate the staff on current practices that use environmentally responsible materials and processes.</li> <li>• Work with the community partners such as local water and sanitation districts as well as Southeast Metro Stormwater Authority to follow guidelines to protect the city's infrastructure and water resources.</li> <li>• Maintain reduction of aggregate usage in snow and ice control to contribute to the reduction of PM 10 emissions in the Denver Metro area.</li> </ul>  |



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





### Prior Year Accomplishments:

|  |   |  |
|--|---|--|
|  | <b>City Services</b>                                | <ul style="list-style-type: none"> <li>• Completed annual sign inspection program by inspecting at least 4,000 traffic signs for reflectivity and general condition.</li> <li>• Replaced green street name signs with updated Centennial-blue signs in 2013 inspected areas.</li> <li>• Managed the construction of Federal Hazard Elimination projects at four locations, including a new traffic signal at Briarwood/Potomac.</li> <li>• Installed newest traffic control innovations of flashing yellow arrows and High Intensity Activated Crosswalk (HAWK) at two intersections.</li> <li>• Completed the annual striping program to ensure high night-time reflectivity of pavement markings.</li> </ul> |
|  | <b>Community Quality of Life/Citizen Engagement</b> | <ul style="list-style-type: none"> <li>• As part of the regional C470 Coalition, participated in the technical planning and selection of a corridor preferred alternative.</li> <li>• Amended the Neighborhood Traffic Management Program to provide greater means of engaging neighborhoods in developing effective projects.</li> <li>• Participated in Public Works week by helping to educate Centennial residents on the City's traffic services.</li> <li>• Processed neighborhood parking, block party and special events permits to promote community spirit.</li> </ul>   |
|  | <b>Economic Health</b>                              | <ul style="list-style-type: none"> <li>• Installed the City's first LED street lights at four signalized intersections significantly reducing power consumption.</li> <li>• Completed the City's signal pole painting program to preserve and maintain the City's signal infrastructure.</li> <li>• Secured \$265,000 in Federal Funds for Arapahoe Rd, Waco to Himalaya, signal communications.</li> <li>• Applied for \$3.2 million in State RAMP funds for Arapahoe Rd intersection operational improvement projects.</li> </ul>  |
|  | <b>Environment</b>                                  | <ul style="list-style-type: none"> <li>• Installed the City's first solar-powered LED street light and eliminated power costs at this location.</li> <li>• Installed solar-powered warning beacons and battery-backup at traffic signals for safety projects.</li> <li>• Reduced vehicle fuel consumption and emissions through traffic signal retiming projects on Smoky Hill Road, Orchard Road, Quebec Street and Yosemite Street.</li> </ul>   |

| Performance Measurements:                                | 2011 Actual | 2012 Actual | 2013 Estimated | 2014 Projected |
|--|-------------|-------------|----------------|----------------|
| Linear Feet of Lane Striping Completed                   | 1,310,080   | 1,256,574   | 1,224,000      | 1,330,000      |
| Pounds of Crosswalks and/or Stop Bars Completed          | 12,387      | 1,085       | 1,000          | 1,000          |
| Amount of Signs Installed                                | 689         | 557         | 2,240          | 2,200          |
| Linear Feet of Crosswalk/Stop Bar Acrylic Paint Markings | 1,378       | 30,741      | 37,400         | 38,500         |



## Goals and Objectives:

|  |   |
|--|---|
|  <p><b>City Services</b></p>                                  | <ul style="list-style-type: none"> <li>• Continue to expand the signal communication network and add signals to the Centrac traffic signal system.</li> <li>• Inspect and inventory approximately 4,000 signs and complete the second year of the five-year program to replace all green street name signs.</li> <li>• Complete the 2014 Crash Analysis to identify safety improvements.</li> <li>• Update the Intelligent Transportation Systems (ITS) plan to account for recent communications infrastructure work accomplished.</li> <li>• Complete the 2014 Annual Striping Program, including pavement markings and crosswalk striping.</li> <li>• Complete the re-inspection of the City's traffic signal poles as part of the five-year program.</li> </ul> |
|  <p><b>Community Quality of Life / Citizen Engagement</b></p> | <ul style="list-style-type: none"> <li>• Enhance pedestrian mobility by identifying needed improvements at Highline Canal trail crossings and by managing the construction of additional sidewalk along University Boulevard.</li> <li>• Utilize recently adopted NTMP amendments to engage neighborhoods, prioritize new projects and implement at least one neighborhood traffic calming project.</li> <li>• Process neighborhood block party, special event permits, and neighborhood parking permits to promote community spirit.</li> </ul>  |
|  <p><b>Economic Health</b></p>                               | <ul style="list-style-type: none"> <li>• Utilize current ROW and street rehabilitation construction projects and Federal funds to cost effectively expand fiber optic communications for traffic signals.</li> <li>• Pursue at least one grant opportunity from CDOT, DRCOG, or FHWA.</li> </ul>  |
|  <p><b>Environment</b></p>                                  | <ul style="list-style-type: none"> <li>• Continue the installation of LED street lights at signalized intersections.</li> <li>• Reduce power consumption and emissions through the use of solar street lights that are implemented through the infill street light program.</li> <li>• Complete at least two traffic signal retiming projects to reduce vehicle delay, fuel consumption and carbon monoxide emissions.</li> </ul>   |



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





## Prior Year Accomplishments:

|  |   |   |
|--|---|---|
|  | <b>City Services</b>                                | <ul style="list-style-type: none"> <li>• Provided accurate information to callers related to all aspects of City business by either providing resources for outside agencies or transferring the caller to the correct department.</li> <li>• Completed the implementation of a Cartegraph solution for right-of-way permit processing and tracking.</li> <li>• Completed the implementation of the pavement condition survey into the Cartegraph module to assist with developing a multi-year street rehabilitation program to maintain a network in "Good" condition.</li> </ul> |
|  | <b>Community Quality of Life/Citizen Engagement</b> | <ul style="list-style-type: none"> <li>• Received high marks for customer satisfaction each month on the Citizen Response Center surveys.</li> <li>• Assisted and participated in several community events such as Centennial Under the Stars, Touch-a-Truck and Public Works Week.</li> <li>• Hosted a quarterly "Agency Coordination Meeting" with SEMSWA, ACSO, park districts and several special districts to streamline communication processes to ensure citizen responsiveness.</li> </ul>  |
|  | <b>Economic Health</b>                              | <ul style="list-style-type: none"> <li>• Completed the renewal of the Public Works contract six months early to benefit from contract savings for the entire year. Renewal extends the contract through June 30, 2018.</li> <li>• Delivered the full value of the Public Works contract by meeting all performance measures.</li> <li>• Completed the transfer of all Public Works divisions to the Eagle Street facility, which will result in significant savings to the City through a reduction in lease payments.</li> </ul>   |
|  | <b>Environment</b>                                  | <ul style="list-style-type: none"> <li>• Completed trash collection on County Line Road (I-25 to Quebec) and Piney Creek Trail (east/west Parker Road) with 43 bags collected.</li> <li>• Utilized hot in-place recycling pavement restoration on Long Avenue in the Chenango neighborhood which significantly reduces the use of new resources since existing materials are reused.</li> </ul>   |



| Performance Measurements:   | 2011 Actual | 2012 Actual | 2013 Estimated | 2014 Projected |
|---|-------------|-------------|----------------|----------------|
| Percentage of Customer Calls Answered Within Two Minutes                      | 91%         | 92%         | 92%            | 95%            |
| Percentage of Calls Placed with Answering Service Responded to Within One Day | 100%        | 100%        | 100%           | 100%           |

### Goals and Objectives:

|  |  |
|--|--|
| <br><b>City Services</b>                                  | <ul style="list-style-type: none"> <li>Create a web-based Right-of-Way (ROW) permit system to allow contractors greater ease of access to information related to permits.</li> <li>Improve Cartegraph workflow management by upgrading the system to the next-generation, web-based system.</li> </ul>   |
| <br><b>Community Quality of Life / Citizen Engagement</b> | <ul style="list-style-type: none"> <li>Provide staff support at Council District, CenCON and other community meetings.</li> <li>Achieve 90 percent (90%) or higher satisfactory responses on monthly Citizen Response Surveys.</li> </ul>  |
| <br><b>Economic Health</b>                              | <ul style="list-style-type: none"> <li>Continue to add functionality to our asset tracking modules to allow staff to use improved methods of managing and maintaining assets under our scope.</li> <li>Develop a multi-year street rehabilitation program to assist with identifying funding strategies to maintain "Good" network pavement condition.</li> <li>Ensure the public receives the full value of the contract by meeting or exceeding the minimum performance standards in all areas.</li> </ul> |
| <br><b>Environment</b>                                  | <ul style="list-style-type: none"> <li>Reduce fuel consumption and improve service delivery for street sweeping services by implementing optimized routing.</li> <li>Continue to explore innovative solutions to reducing the City's carbon footprint in the delivery of public works services.</li> </ul>   |

### Public Works Budget Summary by Budget Category

|                               | 2012 Actual          | 2013 Adopted         | 2013 Revised         | 2014 Adopted         | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg        |
|-------------------------------|----------------------|----------------------|----------------------|----------------------|---|--------------|
| Personnel Services            | \$ 965,127           | \$ 470,479           | \$ 498,891           | \$ 480,881           | \$ 10,402                               | 2.2%         |
| Contracted Services           | 9,976,130            | 11,299,890           | 10,333,810           | 10,575,301           | (724,589)                               | -6.4%        |
| Other Services & Supplies     | 1,057,039            | 1,418,411            | 1,104,243            | 1,048,843            | (369,568)                               | -26.1%       |
| Capital Outlay                | 22,970               | -                    | -                    | -                    | -                                       | -            |
| <b>Total Before Transfers</b> | <b>12,021,266</b>    | <b>13,188,780</b>    | <b>11,936,944</b>    | <b>12,105,025</b>    | <b>(1,083,755)</b>                      | <b>-8.2%</b> |
| Transfers to CIP Fund         | 14,931,665           | 7,975,000            | 9,782,000            | 9,071,883            | 1,096,883                               | 13.8%        |
| <b>TOTAL</b>                  | <b>\$ 26,952,931</b> | <b>\$ 21,163,780</b> | <b>\$ 21,718,944</b> | <b>\$ 21,176,908</b> | <b>\$ 13,128</b>                        | <b>0.1%</b>  |



**Overview:** Facilities and Fleet provides ongoing maintenance to the City's buildings, park, and fleet assets. This includes providing operation and monitoring of Centennial Center Park landscaping, regular and routine maintenance on fleet vehicles, general maintenance of the Civic Center and the Public Works facility, all while minimizing interruptions on the day-to-day operations of citizens, employees, and general City business.





## Prior Year Accomplishments:

|  |   |  |
|--|---|--|
|  | <b>City Services</b>                                  | <ul style="list-style-type: none"> <li>• Managed the maintenance and daily operations of Centennial Center Park and Civic Center</li> <li>• Improved efficiency and effectiveness of maintenance services by competing an expanded scope of work to centralize many tasks and responsibilities under one provider while expanding services to the City's permanent overflow parking lot and the Public Works facility.</li> <li>• Maintained City fleet to ensure availability and reliability.</li> <li>• Implemented more efficient procedure to log work requests.</li> <li>• Repaired outstanding roof leaks at Civic Center.</li> </ul> |
|  | <b>Community Quality of Life / Citizen Engagement</b> | <ul style="list-style-type: none"> <li>• Maintained the park and water play feature for larger-than-anticipated crowds.</li> <li>• Assumed responsibility of park reservations through the call center.</li> </ul>   |
|  | <b>Economic Health</b>                                | <ul style="list-style-type: none"> <li>• Efficiently operated and maintained Centennial Center Park with limited staff and contractors.</li> </ul>   |
|  | <b>Environment</b>                                    | <ul style="list-style-type: none"> <li>• Monitored lighting and irrigation for the Civic Center and Centennial Center Park to minimize water and energy use.</li> <li>• Performed quarterly water testing at the Civic Center.</li> <li>• Monitored water quality three times daily at Centennial Center Park, during splash pad operation.</li> <li>• Maintained the water play to ensure safe operation during scheduled hours.</li> </ul>   |





## Goals and Objectives:

|  |  |
|--|--|
| <br><b>City Services</b>                                  | <ul style="list-style-type: none"> <li>• Continue to maintain Centennial Center Park to the highest level of safety and cleanliness.</li> <li>• Continue to maintain the Civic Center and Public Works facility to the highest level of safety and cleanliness.</li> <li>• Enhance splash pad coverage to better serve park patrons.</li> <li>• Enhance custodial services to preserve asset.</li> </ul> |
| <br><b>Community Quality of Life / Citizen Engagement</b> | <ul style="list-style-type: none"> <li>• Improve preparation for reservations, special events and amphitheatre events.</li> <li>• Complete multi-point punch list of park improvements prior to Memorial Day.</li> </ul>   |
| <br><b>Economic Health</b>                                | <ul style="list-style-type: none"> <li>• Continue to maintain all inspection schedules as they relate to the Civic Center or Centennial Center Park.</li> </ul>  |
| <br><b>Environment</b>                                  | <ul style="list-style-type: none"> <li>• Monitor water and energy use at the Civic Center, Public Work facility and Centennial Center Park to reduce costs while preserving City assets.</li> </ul>  |

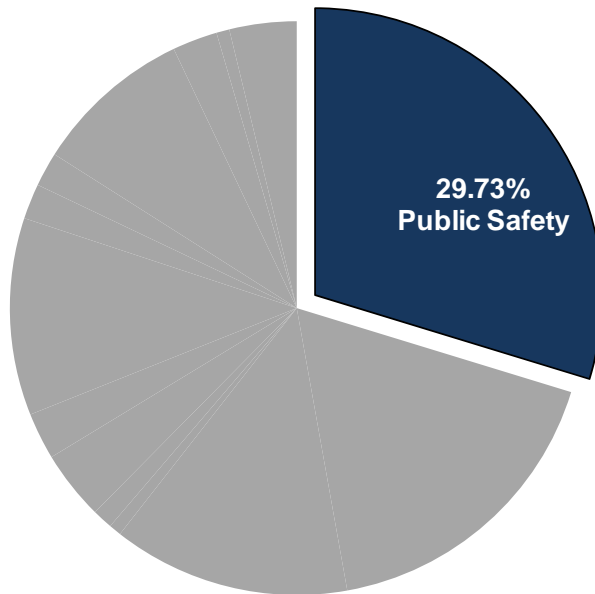
### Facilities & Fleet Budget Summary by Budget Category

|                           | 2012<br>Actual    | 2013<br>Adopted   | 2013<br>Revised     | 2014<br>Adopted   | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg         |
|---------------------------|-------------------|-------------------|---------------------|-------------------|---|---------------|
| Personnel Services        | \$ -              | \$ -              | \$ -                | \$ -              | \$ -                                    | -             |
| Contracted Services       | 67,246            | -                 | -                   | -                 | -                                       | -             |
| Other Services & Supplies | 238,593           | 402,620           | 844,101             | 759,875           | 357,255                                 | 90.9%         |
| Capital Outlay            | 8,165             | -                 | 320,000             | 160,000           | 160,000                                 | -             |
| <b>TOTAL</b>              | <b>\$ 314,004</b> | <b>\$ 402,620</b> | <b>\$ 1,164,101</b> | <b>\$ 919,875</b> | <b>\$ 517,255</b>                       | <b>128.5%</b> |



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

## 2014 Expenditures Public Safety



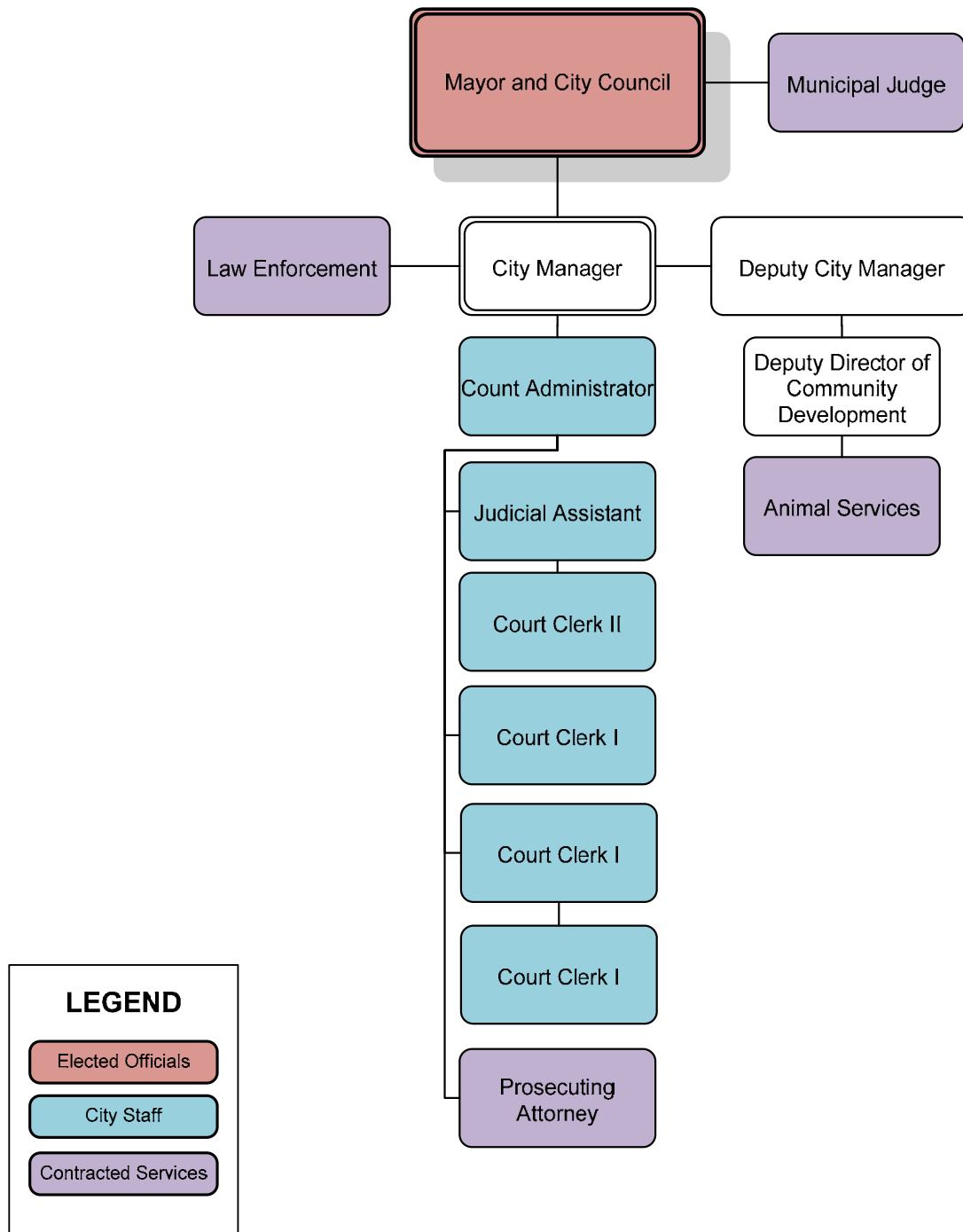
This graph illustrates the percentage of this function's expenditures to the operating budget of all fund types.

### Total Adopted Budget by Category

|                           | 2012<br>Actual       | 2013<br>Adopted      | 2013<br>Revised      | 2014<br>Adopted      | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg       |
|---------------------------|----------------------|----------------------|----------------------|----------------------|---|-------------|
| Personnel Services        | \$ 314,968           | \$ 361,256           | \$ 359,159           | \$ 382,519           | \$ 21,263                               | 5.9%        |
| Contracted Services       | 20,904,328           | 21,254,368           | 20,953,169           | 21,665,359           | 410,991                                 | 1.9%        |
| Other Services & Supplies | 122,687              | 142,630              | 142,630              | 142,630              | -                                       | 0.0%        |
| <b>TOTAL</b>              | <b>\$ 21,341,983</b> | <b>\$ 21,758,254</b> | <b>\$ 21,454,958</b> | <b>\$ 22,190,508</b> | <b>\$ 432,254</b>                       | <b>2.0%</b> |



## PUBLIC SAFETY



### Staff and Contracted Resources Summary

|                 | 2012<br>Actual FTE | 2013<br>Revised FTE | 2014<br>Adopted FTE | 2013 / 2014<br>Difference |
|-----------------|--------------------|---------------------|---------------------|---------------------------|
| Law Enforcement | 159.75             | 159.75              | 159.75              | -                         |
| Animal Services | 5.50               | 5.50                | 5.50                | -                         |
| Municipal Court | 6.00               | 6.00                | 6.00                | -                         |
| <b>TOTAL</b>    | <b>171.25</b>      | <b>171.25</b>       | <b>171.25</b>       | <b>-</b>                  |



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

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

### Prior Year Accomplishments:

|  |   |  |
|--|---|--|
|  | <p>City Services</p>                                | <ul style="list-style-type: none"> <li>• <b>Goal: Continue to work on developing information with criminal patterns and repeat offenders.</b></li> <li>• <b>Objective:</b> Work closely with Crime Analysis and Investigators assigned to cases that we (Impact, Investigations, Crime Analyst) have discovered as being patterns with known modus operandi (or method of operation) and suspects.</li> <li>• <b>Result:</b> This objective was and continues to be met and has resulted in numerous arrests.</li> <li>• <b>Goal: Maintain community partnerships within Arapahoe County School Districts through the School Resource Officer (SRO) Program.</b></li> <li>• <b>Objective:</b> Effectively continue positive partnership with the elementary schools and ensure them of quality service by the Sheriff's Office.</li> <li>• <b>Result:</b> This objective was and continues to be met. SROs have responded to calls for service at the elementary schools. Assistance has been provided for their Runs, Spring Flings, Sock Hops and Carnivals. The SRO program was recognized as a National Model Agency from National Association of School Resource Officers (NASRO).</li> </ul> |
|  | <p>Community Quality of Life/Citizen Engagement</p> | <ul style="list-style-type: none"> <li>• <b>Goal: Maintain a low number of fatal accidents, injury accidents and property damage accidents through the use of educational and enforcement programs.</b></li> <li>• <b>Objective:</b> Work with local schools and SRO's in relation to safety procedures around schools and education of young drivers.</li> <li>• <b>Result:</b> We participated in Safe Start and communicated with SRO's on issues related to schools to which they are assigned.</li> <li>• <b>Objective:</b> Participate in both national and local "Click It or Ticket" campaigns to reduce the fatal and injury accident rates. Participate in the national Nighttime Click It or Ticket campaign.</li> <li>• <b>Result:</b> We participated in Click it or Ticket and received an award for outstanding contribution to the program from the State of Colorado. We continue to work high accident areas.</li> </ul>   |
|  | <p>Economic Health</p>                              | <ul style="list-style-type: none"> <li>• <b>Goal: The Arapahoe County Sheriff's Office will examine the existing law enforcement budget and strive to identify ways and means to help the city meet its budget projections. This includes grant applications, and efficiencies around reorganization when practical.</b></li> <li>• <b>Objective:</b> The Arapahoe County Sheriff's Office will analyze programs and services, actively pursue grant opportunities, and evaluate our organizational structure to determine ways to be more efficient with taxpayer dollar expenditures.</li> <li>• <b>Result:</b> Budgets were closely managed to be sure spending did not exceed budget. Grant opportunities were actively pursued when appropriate. The 2012 Justice Assistance Grant (JAG) Local Solicitation grant has been approved and awarded.</li> </ul>   |



## Prior Year Accomplishments:

|  |   |
|--|---|
|  | <ul style="list-style-type: none"> <li>• <b>Goal:</b> Utilize the Arapahoe County Sheriff's Office Wildland Fire Response Team to continue working with local fire districts regarding mitigation and suppression of wildland fires.</li> <li>• <b>Objective:</b> To implement a Community Wildfire Protection Plan with local fire districts.</li> <li>• <b>Result:</b> Community Wildfire Protection Plan has been approved by the Colorado State Forest Service and still needs to go through the County's review process for finalization.</li> <li>• <b>Goal:</b> To obtain re-certification of the Colorado State Hazmat Technician requirements for both Environmental Crimes Unit Investigators.</li> <li>• <b>Objective:</b> Train with hazmat technicians from other agencies (including, fire districts, Colorado State Patrol, Union Pacific Railroad) and complete 22 practical tests.</li> <li>• <b>Result:</b> Re-certification completed for both Environmental Crimes Unit Investigators.</li> </ul> |
|--|---|

## Performance Measurements:

|   | 2011 Actual | 2012 Actual | 2013 Estimated | 2014 Projected |
|---|-------------|-------------|----------------|----------------|
| Calls For Service                             | 45,360      | 46,086      | 44,836         | 45,150         |
| Emergency Calls For Service (911 Call Source) | 5,514       | 7,066       | 7,132          | 6,203          |
| Part 1 Crimes (Violent+Property UCR)          | 1,781       | 1,597       | 1,353          | 1,651          |
| Adult Arrests (from NIBRS report)             | 820         | 758         | 636            | 769            |
| Juvenile Arrests (from NIBRS report)          | 454         | 414         | 228            | 404            |



## Goals and Objectives:

|  |  |   |
|--|--|---|
|  | City Services                                  | <ul style="list-style-type: none"> <li>• <b>Goal:</b> Implement and evaluate the staffing and deployment recommendations as made by the Resource Deployment Committee.</li> <li>• <b>Objective:</b> Implement the new shift schedule for line service in Patrol Services.</li> <li>• <b>Objective:</b> Monitor and evaluate the staffing and deployment changes to make any necessary adjustments.</li> <li>• <b>Goal:</b> Build and enhance a cooperative work effort with other law enforcement agencies and the community to reduce crime and victimization.</li> <li>• <b>Objective:</b> Attend monthly SRO meetings with local agencies and school districts to share law enforcement intelligence relating to student criminal activity, gang activity and student unrest.</li> <li>• <b>Objective:</b> Coordinate with the Aurora Police Department SROs (CCSD) to participate in joint building clearance and active shooter training.</li> </ul>   |
|  | Community Quality of Life / Citizen Engagement | <ul style="list-style-type: none"> <li>• <b>Goal:</b> Implement changes to the Crisis Intervention Team (CIT) program to incorporate follow up into the CIT plan.</li> <li>• <b>Objective:</b> Continue to draft comprehensive CIT plans for individuals who have been identified as needing CIT referral.</li> <li>• <b>Objective:</b> Work with regional and State CIT partners to incorporate follow up collaboration and action into the CIT plans.</li> <li>• <b>Goal:</b> Successfully achieve CALEA Public Safety Communications reaccreditation using the Gold Standard Assessment format.</li> <li>• <b>Objective:</b> Supervisors will work closely with the Accreditation Team to continue to construct and provide appropriate file documents.</li> <li>• <b>Objective:</b> Performance Measurements Team Members will conduct an in-depth review of current performances measured in Performance Measurements Reporting to ensure that the most relevant performances are being evaluated, captured and reported.</li> </ul> |
|  | Economic Health                                | <ul style="list-style-type: none"> <li>• <b>Goal:</b> The Arapahoe County Sheriff's Office will examine the existing law enforcement budget and strive to identify ways and means to help the City meet its budget projections. This includes grant applications, and efficiencies around reorganization when practical.</li> <li>• <b>Objective:</b> The Arapahoe County Sheriff's Office will analyze programs and services, actively pursue grant opportunities, and evaluate our organizational structure to determine ways to be more efficient with taxpayer dollar expenditures.</li> </ul>  |
|  | Environment                                    | <ul style="list-style-type: none"> <li>• <b>Goal:</b> Create and execute fire mitigation projects.</li> <li>• <b>Objective:</b> Partner with Arapahoe County Open Space, Cherry Creek State Park, South Metro Fire and Rescue, and the Cunningham Fire Protection District to reduce some of our wildland fire hazards.</li> <li>• <b>Goal:</b> Strengthen our partnerships with local fire districts.</li> <li>• <b>Objective:</b> Continue to build relationships with East District Fire agencies by helping with their planned wild land fire training and hazmat training.</li> </ul>  |

### Law Enforcement Budget Summary by Budget Category





|                           | 2012<br>Actual       | 2013<br>Adopted      | 2013<br>Revised      | 2014<br>Adopted      | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg       |
|---------------------------|----------------------|----------------------|----------------------|----------------------|---|-------------|
| Personnel Services        | \$ -                 | \$ -                 | \$ -                 | \$ -                 | -                                       | -           |
| Contracted Services       | 18,645,129           | 18,916,174           | 18,620,581           | 19,278,763           | 362,589                                 | 1.9%        |
| Other Services & Supplies | -                    | -                    | -                    | -                    | -                                       | -           |
| <b>TOTAL</b>              | <b>\$ 18,645,129</b> | <b>\$ 18,916,174</b> | <b>\$ 18,620,581</b> | <b>\$ 19,278,763</b> | <b>\$ 362,589</b>                       | <b>1.9%</b> |





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

**Prior Year Accomplishments:**

|  |   |
|--|---|
| <br><b>City Services</b>                                | <ul style="list-style-type: none"> <li>• Achieved 96 percent (96%) live release rate. (All animals wearing City license tags were returned to their owner).</li> <li>• Sustained complete transparency of monthly performance posted on City website.</li> <li>• Exceeded response time goals to emergency priority calls for service (less than 30 minutes).</li> <li>• Developed presentation of Animal Services for HOA's and Schools.</li> <li>• Thoroughly investigated 338 calls of animal cruelty, 70 calls of aggressive animals, 132 bites, and confiscated 20 animals to protect public safety and health.</li> <li>• Assisted with the City's new Community Service Orientation Team.</li> </ul> |
| <br><b>Community Quality of Life/Citizen Engagement</b> | <ul style="list-style-type: none"> <li>• Participated in more than 25 Centennial community and public events.</li> <li>• Created a merit badge course for Animal Care with the Boy Scouts of America.</li> <li>• Continued the use of bike patrols in public parks which has resulted in improved public safety, use of trails and open space as well as stronger relationships with public.</li> <li>• Created an easier to understand and informative brochure for citizens.</li> </ul>   |
| <br><b>Economic Health</b>                            | <ul style="list-style-type: none"> <li>• Maintained the percentage of licensed animals to 23 percent (23%)--highest percentage in City's history.</li> <li>• Increased cost recovery efforts resulted in 25 percent (25%) above year-to-date revenue budget.</li> <li>• Implemented online animal licensing program.</li> <li>• Partnered with local businesses to help deliver low cost animal needs to citizens.</li> </ul>   |
| <br><b>Environment</b>                                | <ul style="list-style-type: none"> <li>• Implemented printers with mobile computers to deploy with officers, resulted in immediate increased efficiency and effectiveness in field as well reduced need for paper forms or need of return to office.</li> <li>• Implemented online animal licensing program.</li> <li>• Implemented new bike patrol training program with the Arapahoe County Sheriff's Office for Animal Welfare Officers in the State of Colorado.</li> </ul>   |

**Performance Measurements:**

|  | 2011 Actual | 2012 Actual | 2013 Estimated | 2014 Projected |
|--|-------------|-------------|----------------|----------------|
| Total Calls for Service                            | 7,989       | 9,826       | 8,000          | 8,000          |
| Number of Aggressive Animal Incidents/Animal Bites | 59/82       | 70/132      | 60/80          | 60/80          |
| Animal Live Release Rate (Wildlife Included)       | 95%         | 97%         | 95%            | 95%            |
| Percent of Animals Licensed                        | 20%         | 23%         | 22%            | 22%            |
| Total Revenue Generated                            | \$88,834    | \$91,153    | \$75,000       | \$75,000       |



## Goals and Objectives:

|  |   |   |
|--|---|---|
|  | <b>City Services</b>                                  | <ul style="list-style-type: none"> <li>• Sustain complete transparency through monthly performance reports and key performance measures.</li> <li>• Track, measure, and maintain response times within levels established by policy and procedures.</li> <li>• Complete a minimum of 450 calls for service per month (5,400 per year).</li> <li>• Thoroughly investigate all reports of aggressive animals and animal bites.</li> <li>• Strive to maintain a 90 percent Live Release Rate (excluding wildlife).</li> <li>• Work to develop partnership with local vets in the sale of City licenses.</li> </ul> |
|  | <b>Community Quality of Life / Citizen Engagement</b> | <ul style="list-style-type: none"> <li>• Participate in Centennial sponsored community events.</li> <li>• Be available to attend District, CenCON, and HOA Meetings.</li> <li>• Continue use of media outlets, newsletter and website to educate citizens about responsible pet ownership.</li> <li>• Attend and provide basic Centennial Animal Services presentation as ACSO Centennial shift reports.</li> </ul>   |
|  | <b>Economic Health</b>                                | <ul style="list-style-type: none"> <li>• Develop and implement an animal license marketing/public relations campaign.</li> <li>• Actively work to recover all cost and fees associated with licenses, impound, and violations.</li> </ul>   |
|  | <b>Environment</b>                                    | <ul style="list-style-type: none"> <li>• Maximize opportunities for staff to conduct bicycle and foot patrol to minimize the use of fossil fuels and promote a healthy lifestyle.</li> <li>• Encourage the use the City's online animal licensing program.</li> </ul>   |





### Animal Services Budget Summary by Budget Category

|                           | 2012<br>Actual    | 2013<br>Adopted   | 2013<br>Revised   | 2014<br>Adopted   | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg       |
|---------------------------|-------------------|-------------------|-------------------|-------------------|---|-------------|
| Personnel Services        | \$ -              | \$ -              | \$ -              | \$ -              | -                                       | -           |
| Contracted Services       | 598,857           | 601,102           | 616,102           | 620,470           | 19,368                                  | 3.2%        |
| Other Services & Supplies | -                 | -                 | -                 | -                 | -                                       | -           |
| <b>TOTAL</b>              | <b>\$ 598,857</b> | <b>\$ 601,102</b> | <b>\$ 616,102</b> | <b>\$ 620,470</b> | <b>\$ 19,368</b>                        | <b>3.2%</b> |



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





### Prior Year Accomplishments:

|  |   |
|--|---|
| <br><b>City Services</b>                                | <ul style="list-style-type: none"> <li>• Provided restitution pamphlet to all victims.</li> <li>• Offered Rights of Advisal in Spanish.</li> <li>• Prepared updated pages for the new website.</li> <li>• Prepared and implemented new Employee Performance Evaluations.</li> <li>• Provided Community Service Program to juveniles.</li> <li>• Maintained accountability and productivity by key performance measurement.</li> </ul>   |
| <br><b>Community Quality of Life/Citizen Engagement</b> | <ul style="list-style-type: none"> <li>• Made collection calls prior to sending accounts to give individuals a last chance to pay.</li> <li>• Evaluated public safety programs such as Teen and Tobacco, Discovery, Alive at 25, Traffic School added new options for education.</li> <li>• Hosted 10 Year Anniversary Open House in September 2013.</li> <li>• Attended City sponsored customer service workshops, and have two staff members on the Frontline Advisory Group to improve the customers' experience.</li> <li>• Continued to monitor service levels through surveys.</li> </ul> |
| <br><b>Economic Health</b>                             | <ul style="list-style-type: none"> <li>• Completed Court Software Health Check to ensure the integrity of the software program.</li> <li>• Improved payment plan forms and procedure to address indigence.</li> <li>• Participated in a grant application with ACSO to implement E-Citations.</li> <li>• Maintained a fiscally responsible department by reducing expenditures and staying on budget.</li> </ul>  |
| <br><b>Environment</b>                                | <ul style="list-style-type: none"> <li>• Implemented E-Citations in the fall of 2013 to reduce paper and increase efficiency of the Court.</li> <li>• Utilized the kiosk at new locations to provide service to citizens who live on the west end of Centennial.</li> <li>• Converted Court Clerk Manual from paper to an electronic version.</li> </ul>  |



| Performance Measurements:                                      | 2011 Actual | 2012 Actual | 2013 Estimated | 2014 Projected |
|--|-------------|-------------|----------------|----------------|
| Percentage of Plea Bargains Mailed into the Court              | 72%         | 72%         | 75%            | 75%            |
| Percent of Cases Closed/Resolved                               | 98.43%      | 98.65%      | 98.00%         | 98.00%         |
| Percentage of Cases Open/Not Resolved                          | 1.57%       | 1.00%       | 2.00%          | 2.00%          |
| Number of Defendants Attending Court Ordered Education Classes | 282         | 256         | 260            | 260            |
| Number of Cases per Court Clerk                                | 4,914       | 4,661       | 4,700          | 4,800          |

### Goals and Objectives:

|   |   |
|---|---|
| <br><b>City Services</b>                                   | <ul style="list-style-type: none"> <li>• Provide exceptional customer service.</li> <li>• Provide effective &amp; impartial administration of justice.</li> <li>• Optimize organizational efficiency.</li> <li>• Enhance the court's process for issuing subpoenas in order to reduce the number of cases continued or dismissed because of issues related to the service of subpoena's.</li> </ul>                 |
| <br><b>Community Quality of Life / Citizen Engagement</b> | <ul style="list-style-type: none"> <li>• Continue to strive to meet performance measure of being an efficient, productive and safe environment for employees and public.</li> <li>• Provide the public with new electronic evidence standards for trials.</li> <li>• Strive to enhance the level of service that individuals experience in the court by continual training and education of court staff.</li> </ul> |
| <br><b>Economic Health</b>                               | <ul style="list-style-type: none"> <li>• Research cost and efficiency of new court software.</li> <li>• Continue to identify and pursue grant funding sources.</li> <li>• Continue to maintain a fiscally responsible department and operate within budget.</li> </ul>  |
| <br><b>Environment</b>                                   | <ul style="list-style-type: none"> <li>• Implement E-Citations to reduce paper and increase efficiency.</li> <li>• Promote the Kiosk as a paperless communication with the City.</li> <li>• Continue efforts using electronic storage of documents and reports whenever possible.</li> </ul>  |

### Municipal Court Budget Summary by Budget Category

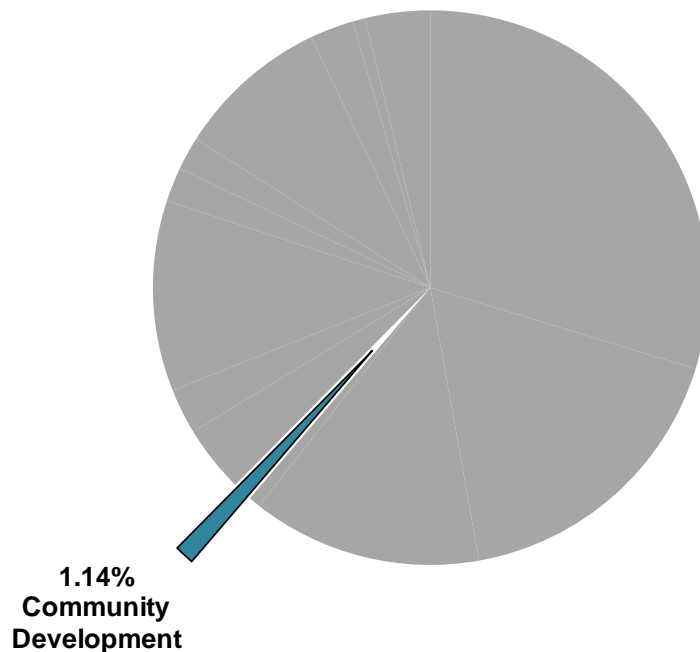
|                           | 2012<br>Actual      | 2013<br>Adopted     | 2013<br>Revised     | 2014<br>Adopted     | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg       |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---|-------------|
| Personnel Services        | \$ 314,968          | \$ 361,256          | \$ 359,159          | \$ 382,519          | \$ 21,263                               | 5.9%        |
| Contracted Services       | 1,660,342           | 1,737,092           | 1,716,486           | 1,766,126           | 29,034                                  | 1.7%        |
| Other Services & Supplies | 122,687             | 142,630             | 142,630             | 142,630             | -                                       | 0.0%        |
| <b>TOTAL</b>              | <b>\$ 2,097,997</b> | <b>\$ 2,240,978</b> | <b>\$ 2,218,275</b> | <b>\$ 2,291,275</b> | <b>\$ 50,297</b>                        | <b>2.2%</b> |



## COMMUNITY DEVELOPMENT

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

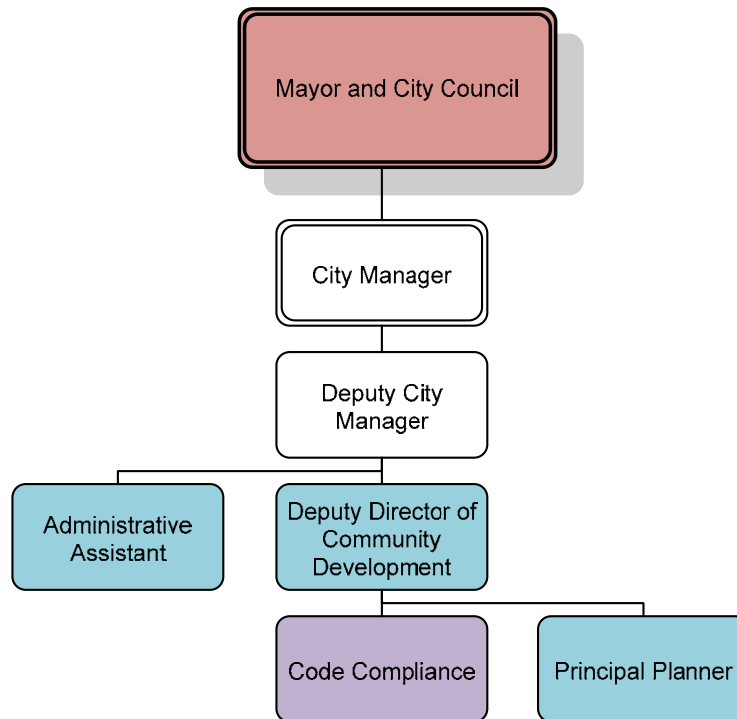
### 2014 Expenditures Community Development



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

#### Total Adopted Budget by Category

|                               | 2012<br>Actual    | 2013<br>Adopted   | 2013<br>Revised   | 2014<br>Adopted   | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg         |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|---|---------------|
| Personnel Services            | \$ 380,159        | \$ 418,830        | \$ 306,417        | \$ 356,095        | \$ (62,735)                             | -15.0%        |
| Contracted Services           | 395,000           | 406,850           | 406,850           | 419,869           | 13,019                                  | 3.2%          |
| Other Services & Supplies     | 48,678            | 77,000            | 131,490           | 76,000            | (1,000)                                 | -1.3%         |
| Capital Outlay                | -                 | -                 | -                 | -                 | -                                       | -             |
| <b>Total Before Transfers</b> | <b>\$ 823,837</b> | <b>\$ 902,680</b> | <b>\$ 844,757</b> | <b>\$ 851,964</b> | <b>\$ (50,716)</b>                      | <b>-5.6%</b>  |
| Transfers to Land Use Fund    | (72,662)          | (28,762)          | (354,215)         | (218,669)         | (189,907)                               | 660.3%        |
| <b>TOTAL</b>                  | <b>\$ 751,175</b> | <b>\$ 873,918</b> | <b>\$ 490,542</b> | <b>\$ 633,295</b> | <b>\$ (240,623)</b>                     | <b>-27.5%</b> |



## LEGEND

Elected Officials

City Staff

Contracted Services

## Staff and Contracted Resources Summary

|                       | 2012<br>Actual FTE | 2013<br>Revised FTE | 2014<br>Adopted FTE | 2013 / 2014<br>Difference |
|-----------------------|--------------------|---------------------|---------------------|---------------------------|
| Community Development | 3.50               | 3.00                | 3.00                | -                         |
| Code Compliance       | 3.75               | 3.75                | 3.75                | -                         |
| <b>TOTAL</b>          | <b>7.25</b>        | <b>6.75</b>         | <b>6.75</b>         | <b>-</b>                  |





**Overview:** The Community Development Department is responsible for managing the physical growth and development of the community to preserve quality of life, enhance property values, and protect public safety by overseeing long range planning, open space programming, current planning, building, code compliance, animal services, and transit shelters/bus benches. The Director's Office manages these duties by overseeing five divisions that perform the following functions:

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



## Prior Year Accomplishments:




|  |   |
|--|---|
|  | <ul style="list-style-type: none"> <li>• Maintained a high level of accountability and productivity in the delivery of services by monitoring and developing performance measurements for each division, including KPM Program and customer service surveys; managed the implementation of the new Building Services contract; ensured successful implementation of Innoprise software including on-line services.</li> <li>• Continued to identify business process enhancements in each division to provide continual process improvements. Ensure continued, successful implementation of Innoprise software including online permitting, licensing and inspections.</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>• Supported the Open Space program to fund trail enhancements to improve recreational opportunities within the City. Specifically, entered into comprehensive funding agreements with South Suburban and Arapahoe Parks and Recreation District. Implemented the Neighborhood Park Improvement program which funded three park renovations in the Smoky Hill Metro District and three school yard renovations for Twain, Sandburg, and Peabody Elementary Schools. Engaged in design for the Lone Tree Creek Trail in cooperation with the Dove Valley Metropolitan District and completed the Potomac Park Master Plan.</li> <li>• Coordinated departmental community workshops and public outreach meetings including land development code amendments, Potomac Park Master Plan, I-25 Corridor Plan, the home improvement program, and licensing of animals. This was accomplished through community workshops, Breakfast with Community Development meetings, CenCON, City Council District meetings, City sponsored events, neighborhood meetings, and HOA meetings.</li> <li>• Contributed to the addition of more retail businesses in the City through development and the annexations.</li> </ul> |
|  | <ul style="list-style-type: none"> <li>• Maintained a lean, transparent, responsive, and fiscally responsible department by tracking and meeting performance measurements, improving business processes, performing customer service surveys, and operating within budget.</li> <li>• Actively participated on the Annexation Team to pursue annexation opportunities, including the Centennial Promenade and Easter Lima for future business opportunities.</li> </ul>   |

| Performance Measurements:                             | 2011 Actual | 2012 Actual | 2013 Estimated | 2014 Projected |
|---|-------------|-------------|----------------|----------------|
| Land Use Fund Annual Expenses                         | \$2,957,524 | \$3,136,858 | \$2,979,785    | \$2,913,331    |
| Land Use Fund Annual Revenue<br>(Excluding Transfers) | \$2,845,280 | \$3,209,520 | \$3,334,000    | \$3,132,000    |
| Percent of LUF Budget Covered by<br>Revenue           | 96%         | 100%        | 100%           | 100%           |
| Number of City Employees in Department                | 4           | 4           | 3              | 3              |
| City Employee Turnover Rate                           | 0%          | 25%         | 0%             | 0%             |
| Number of City Employees Participating in<br>Training | 3           | 4           | 3              | 3              |
| Number of Customer Surveys                            | 2637        | 4486        | 3260           | 3100           |
| Customer Survey Response Numbers                      | 460         | 501         | 236            | 200            |
| Number of Presentations to City Council               | 70          | 60          | 75             | 75             |
| Number of CenCON Meetings Attended                    | 2           | 4           | 3              | 4              |



| Performance Measurements: (Cont.)                  | 2011 Actual | 2012 Actual | 2013 Estimated | 2014 Projected |
|--|-------------|-------------|----------------|----------------|
| Number of Public Education/Community Workshops     | 8           | 29          | 18             | 15             |
| Number of District/HOA Meetings Attended           | 10          | 12          | 12             | 10             |
| Production of P&D Annual Report                    | Yes         | Yes         | Yes            | Yes            |
| Number of Neighborhood Resource Guides Distributed | 1000        | 1000        | 1000           | 1000           |
| Number of Customer Service Training Workshops      | 1           | 2           | 3              | 2              |
| Number of Miles of Trails Constructed              | 1.26        | 0           | 0              | 0              |
| Number of Open Space Acres Acquired                | 43          | 0           | 0              | 12             |

### Goals and Objectives:

|  |  |
|--|--|
| <br><b>City Services</b>                                    | <ul style="list-style-type: none"> <li>• Maintain a high level of accountability and productivity in the delivery of services by monitoring and developing performance measurements for each division, including KPM Program and customer service surveys.</li> <li>• Continue to identify business process enhancements in each division to provide continual process improvements. Ensure continued, successful implementation of Innoprise software including online functions for our customers.</li> </ul>  |
| <br><b>Community Quality of Life / Citizen Engagement</b> | <ul style="list-style-type: none"> <li>• Continue to support the Open Space program to acquire more open space and park land and fund trail enhancements in order to improve recreational opportunities within the City.</li> <li>• Enhance the appearance of major roadways through the on-going maintenance of non-ad based bus benches (installed in 2011) and enforce ban on temporary signs within the ROWs. Continue to promote a proactive code compliance strategy to maintain well kept appearance of neighborhoods and commercial areas.</li> <li>• Attend and participate in City sponsored customer service training workshops.</li> <li>• Contribute towards the addition of more retail in the City through development and/or annexation; promote a balanced commercial base to allow citizens to shop locally and to enhance sales tax revenues.</li> </ul>  |
| <br><b>Economic Health</b>                                | <ul style="list-style-type: none"> <li>• Maintain a lean, transparent, responsive, and fiscally responsible department by tracking and meeting performance measurements, improving business processes, performing customer service surveys, and operating within budget.</li> <li>• Continue to actively participate on the Annexation Team to explore and pursue annexation opportunities for future business opportunities.</li> <li>• Continue to implement business processes that make doing business with the City as simple, efficient and as responsive as possible; ensure on-line submittals and payments, customer access via on-line are being offered and promoted to customers using Innoprise Software; implement paperless plan review in building; and more.</li> <li>• Continue to promote the Home Improvement Program (HIP) to provide new resources to homeowners to increase homeowner investment to expand, remodel and update homes. Moreover, create and distribute materials and resources to educate, assist and incentivize homeowners. Create partnerships with the real estate community, builders, home improvement stores and other local businesses.</li> <li>• Maintain and improve the HOA and civic association registration system by increasing benefits to being registered with the City.</li> </ul> |







**Community Development  
Budget Summary by Budget Category**

|                               | 2012<br>Actual    | 2013<br>Adopted   | 2013<br>Revised   | 2014<br>Adopted   | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg         |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|---|---------------|
| Personnel Services            | \$ 380,159        | \$ 418,830        | \$ 306,417        | \$ 356,095        | \$ (62,735)                             | -15.0%        |
| Contracted Services           | -                 | -                 | -                 | -                 | -                                       | -             |
| Other Services & Supplies     | 48,678            | 57,000            | 111,490           | 56,000            | (1,000)                                 | -1.8%         |
| <b>Total Before Transfers</b> | <b>\$ 428,837</b> | <b>\$ 475,830</b> | <b>\$ 417,907</b> | <b>\$ 412,095</b> | <b>\$ (63,735)</b>                      | <b>-13.4%</b> |
| Transfers to Land Use Fund    | (72,662)          | (28,762)          | (354,215)         | (218,669)         | (189,907)                               | 660.3%        |
| <b>TOTAL</b>                  | <b>\$ 356,175</b> | <b>\$ 447,068</b> | <b>\$ 63,692</b>  | <b>\$ 193,426</b> | <b>\$ (253,642)</b>                     | <b>-56.7%</b> |



**Overview:** The Code Compliance Division promotes a desirable living and working environment through the enforcement of codes to protect property values and quality of life. In a proactive manner, the Code Compliance Division seeks to partner with residents, neighborhood organizations, businesses, public agencies and other City departments to enhance the understanding of local regulations and, in doing so, foster civic pride.

## Prior Year Accomplishments:

|  |   |
|--|---|
| <br><b>City Services</b>                                  | <ul style="list-style-type: none"> <li>• Participated in customer service surveys and applied feedback to enhance customer service.</li> <li>• Enhanced Cartegraph to include the management of sign removal data.</li> <li>• Improved business processes by implementing GIS technology for sign removal reporting and outreach materials.</li> <li>• Developed outreach strategies to better educate the residential and business communities on regulations and encourage engagement in regulation changes.</li> <li>• Attended local and national professional association training.</li> <li>• Recommended code updates for parking on residential property, weeds on large lots and temporary sign permit process.</li> </ul> |
| <br><b>Community Quality of Life / Citizen Engagement</b> | <ul style="list-style-type: none"> <li>• Presented materials on codes and the compliance process at community meetings and with HOA Boards.</li> <li>• Partnered with the election committee on a sign workshop for 2014 candidates.</li> <li>• Staffed community events and distributed updated materials about Code Compliance to help foster partnerships with community members.</li> <li>• Created a thematic outreach program for kids to help foster civic awareness and pride.</li> </ul>   |
| <br><b>Economic Health</b>                              | <ul style="list-style-type: none"> <li>• Met, maintained and reported accurate performance measures.</li> <li>• Educated and worked with approximately 50 businesses to develop optimal temporary sign placement.</li> <li>• Hosted the Colorado Association of Code Enforcement Officials quarterly training.</li> </ul>   |
| <br><b>Environment</b>                                  | <ul style="list-style-type: none"> <li>• Maintained a paperless record management system for code cases.</li> <li>• Educated and worked with approximately 50 businesses to develop optimal temporary sign placement and reduce visual pollution.</li> </ul>  |



| <b>Performance Measurements:</b>                            | <b>2011 Actual</b> | <b>2012 Actual</b> | <b>2013 Estimated</b> | <b>2014 Projected</b> |
|---|--------------------|--------------------|-----------------------|-----------------------|
| Number of Presentations to City Council                     | 4                  | 1                  | 3                     | 5                     |
| Number of CenCON Meetings                                   | 2                  | 2                  | 2                     | 5                     |
| Number of District/HOA Meetings                             | 9                  | 1                  | 7                     | 10                    |
| Number of complaints (New Cases)                            | 3,581              | 1,793              | 2,500                 | 2,500                 |
| Percent of complaints responded to within 48 business hours | 1                  | 1                  | 1                     | 1                     |
| Number of violations (proactive and reactive)               | 3,581              | 1,854              | 2,500                 | 2,500                 |
| Number of unfounded complaints                              | 627                | 274                | 175                   | 225                   |
| Number of inspections                                       | 7,749              | 4,053              | 2,500                 | 2,500                 |
| Number of Active Cases/Prior Month                          | 555                | 464                | 750                   | 750                   |
| Number of Active Cases/Current Month                        | 4,136              | 1,791              | 2,000                 | 2,000                 |
| Average number of days to investigate complaint             | 2                  | 2                  | 2                     | 2                     |
| Compliance rate   | 98%                | 98%                | 98%                   | 98%                   |
| Number of court cases                                       | 1                  | 0                  | 2                     | 5                     |
| Number of abatements  | 0                  | 0                  | 2                     | 5                     |
| Average number of days for compliance                       | 17                 | 12                 | 16                    | 16                    |
| Number of dropped court cases                               | 0                  | 0                  | 0                     | 0                     |
| Number of dismissed court cases                             | 0                  | 0                  | 0                     | 0                     |
| Number of phone calls/inquiries                             | 4,011              | 3,780              | 4,500                 | 4,500                 |
| Number of temp signs in ROW pulled                          | 2,592              | 3,297              | 2,500                 | 1,500                 |





## Goals and Objectives:

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

## Code Compliance Budget Summary by Budget Category

|                           | 2012<br>Actual    | 2013<br>Adopted   | 2013<br>Revised   | 2014<br>Adopted   | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg       |
|---------------------------|-------------------|-------------------|-------------------|-------------------|---|-------------|
| Personnel Services        | \$ -              | \$ -              | \$ -              | \$ -              | -                                       | -           |
| Contracted Services       | 395,000           | 406,850           | 406,850           | 419,869           | 13,019                                  | 3.2%        |
| Other Services & Supplies | -                 | 20,000            | 20,000            | 20,000            | -                                       | 0.0%        |
| Capital Outlay            | -                 | -                 | -                 | -                 | -                                       | -           |
| <b>TOTAL</b>              | <b>\$ 395,000</b> | <b>\$ 426,850</b> | <b>\$ 426,850</b> | <b>\$ 439,869</b> | <b>\$ 13,019</b>                        | <b>3.1%</b> |



This Page Intentionally Left Blank



# Land Use Fund



LAND USE FUND

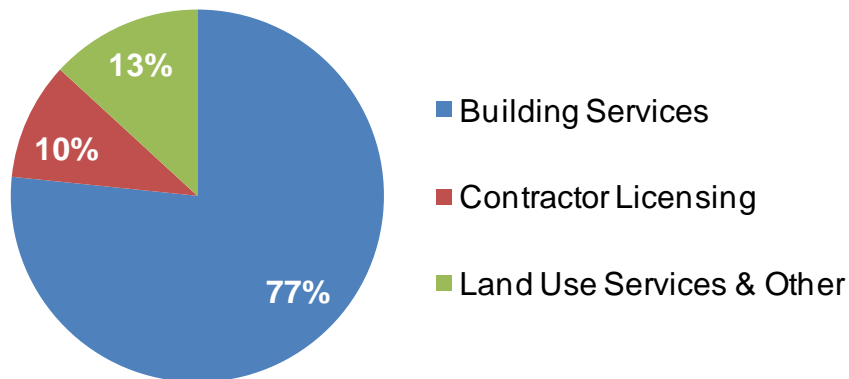




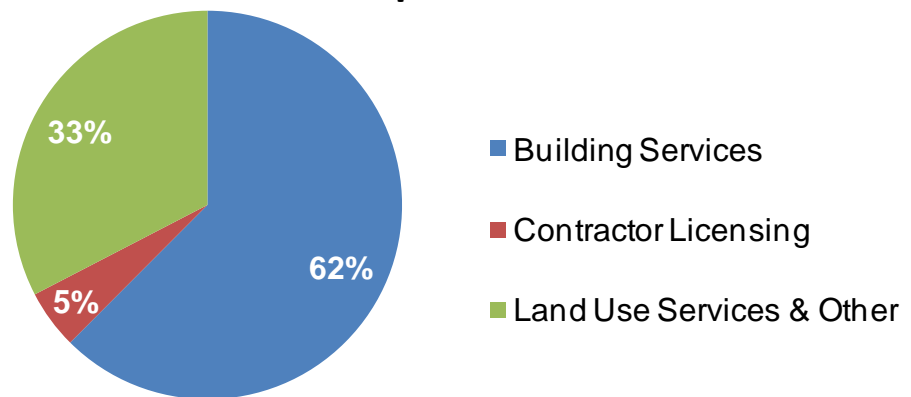
## LAND USE

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

### 2014 Revenues

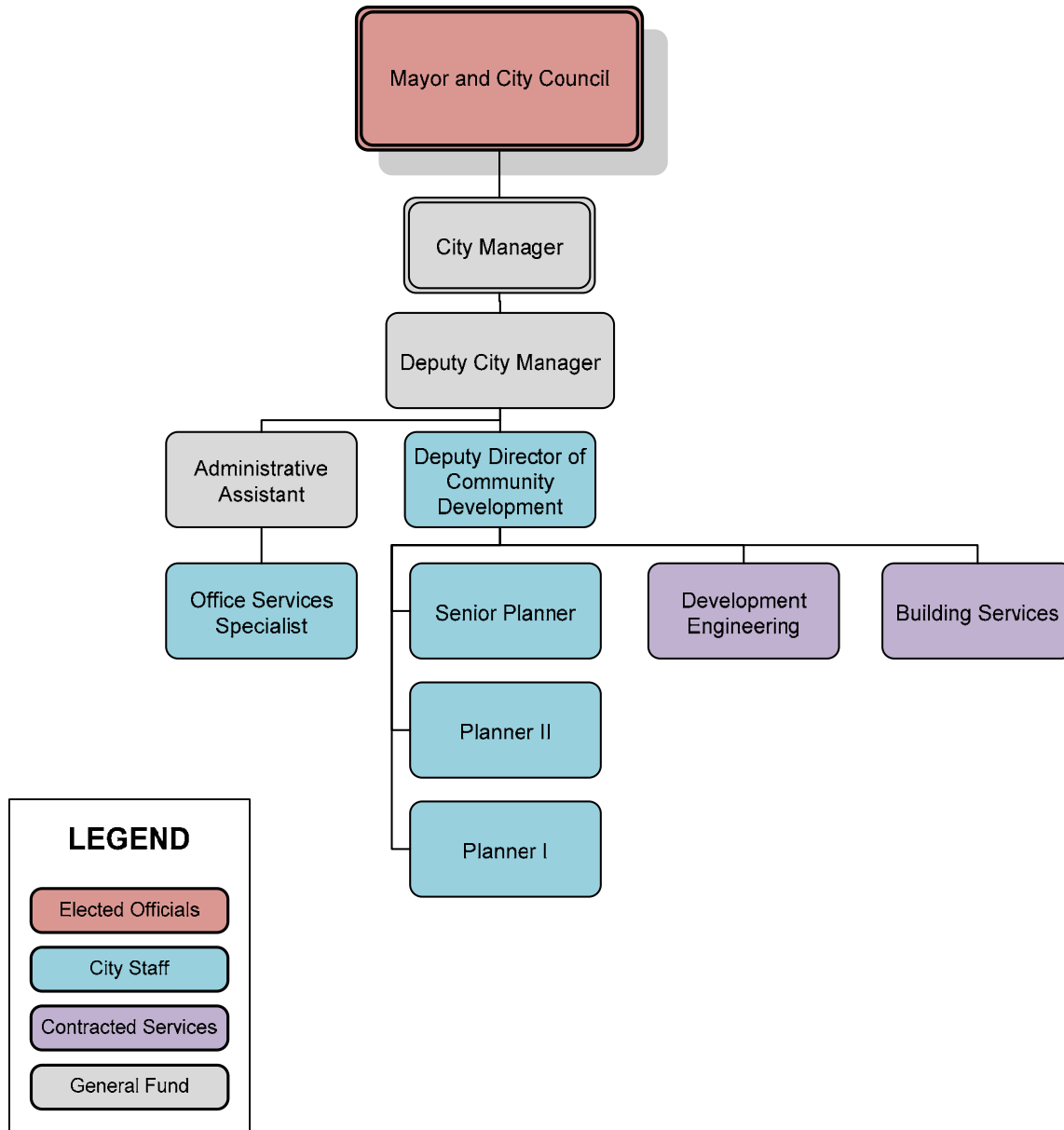


### 2014 Expenses



### Total Adopted Budget by Category

|                           | 2012<br>Actual      | 2013<br>Adopted     | 2013<br>Revised     | 2014<br>Adopted     | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg        |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---|--------------|
| Personnel Services        | \$ 728,994          | \$ 476,121          | \$ 416,460          | \$ 413,464          | \$ (62,657)                             | -13.2%       |
| Contracted Services       | 2,133,938           | 1,650,600           | 2,600,600           | 2,106,705           | 456,105                                 | 27.6%        |
| Other Services & Supplies | 273,926             | 401,517             | 382,725             | 393,162             | (8,355)                                 | -2.1%        |
| <b>TOTAL</b>              | <b>\$ 3,136,858</b> | <b>\$ 2,528,238</b> | <b>\$ 3,399,785</b> | <b>\$ 2,913,331</b> | <b>\$ 385,093</b>                       | <b>15.2%</b> |







## Staff and Contracted Resources Summary

|                        | 2012<br>Actual FTE | 2013<br>Revised FTE | 2014<br>Adopted FTE | 2013 / 2014<br>Difference |
|------------------------|--------------------|---------------------|---------------------|---------------------------|
| Current Planning       | 5.00               | 5.00                | 5.00                | -                         |
| Engineering Contracted | 1.00               | 1.00                | 1.00                | -                         |
| Building               | 8.00               | 8.00                | 8.00                | -                         |
| <b>TOTAL</b>           | <b>14.00</b>       | <b>14.00</b>        | <b>14.00</b>        | <b>-</b>                  |



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

**Prior Year Accomplishments:**

|  |   |
|--|---|
|  <p><b>City Services</b></p>                                  | <ul style="list-style-type: none"> <li>• Maintained an efficient, transparent, responsive, accountable, and fiscally responsible division by tracking and meeting performance measurements, improving business processes, performing customer service surveys, and operating within budget.</li> <li>• Monitored citizen and customer service expectations and satisfaction through customer service surveys. Implemented improvements based upon customer suggestions.</li> <li>• Kept citizens and stakeholders informed about development and other projects with meetings and workshops.</li> <li>• Managed the multi-year Official Zoning Map project to implement the Land Development Code (LDC). Prepared amendments to the LDC.</li> </ul> |
|  <p><b>Community Quality of Life / Citizen Engagement</b></p> | <ul style="list-style-type: none"> <li>• Encouraged citizen participation in the current planning process through community meetings.</li> <li>• Supported neighborhoods by providing residents with information by attending four (4) HOA and three (3) CenCON meetings.</li> <li>• Supported neighborhoods and community by attending twenty (20) meetings Community Development was asked to attend by others.</li> </ul>  |
|  <p><b>Economic Health</b></p>                               | <ul style="list-style-type: none"> <li>• Pursued opportunities for strategic annexations into the City.</li> <li>• Continued to implement business practices that make doing business with the City simple, efficient and as responsive as possible by increasing the number of paperless submittals. Accepted 90 percent (90%) of submittals electronically.</li> </ul>  |
|  <p><b>Environment</b></p>                                  | <ul style="list-style-type: none"> <li>• Increased the number of paperless reviews to 90 percent (90%).</li> <li>• Monitored ordinances for environmentally sound practices.</li> </ul>   |









| <b>Performance Measurements:</b>   | <b>2011 Actual</b> | <b>2012 Actual</b> | <b>2013 Estimated</b> | <b>2014 Projected</b> |
|--|--------------------|--------------------|-----------------------|-----------------------|
| Number of LDC Amendments Processed   | 8                  | 6                  | 1                     | 2                     |
| Percent of Prepared Amendments Adopted   | 100%               | 100%               | 100%                  | 100%                  |
| Number of Annexations Processed  | 1                  | 3                  | 2                     | 3                     |
| Number of Contiguous Acres Annexed   | 70                 | 95                 | 52                    | 70                    |
| Number of Fence Permits Received   | 190                | 175                | 69                    | 75                    |
| Number of Fence Permits Issued   | 182                | 160                | 50                    | 70                    |
| Average Number of Days to Complete Fence Permits   | 2.2                | 1.6                | 4                     | 1.6                   |
| Number of Sign Permits Requested   | 181                | 168                | 190                   | 190                   |
| Number of Sign Permits Issued  | 162                | 150                | 152                   | 170                   |
| Average Number of Days to Complete Sign Permits  | 2.6                | 2.3                | 4                     | 2.3                   |
| Number of Land Use Applications Received   | 47                 | 61                 | 61                    | 70                    |
| Number of Variance Applications Received   | 14                 | 8                  | 6                     | 10                    |
| Number of Variances Heard by Board of Adjustment (BOA) or Planning and Zoning Commission (P&Z) | 13                 | 8                  | 7                     | 9                     |
| Percent of Variances Approved by BOA / P&Z   | 85%                | 63%                | 86%                   | 75%                   |
| Number of P&Z Commission Meetings Facilitated  | 20                 | 19                 | 20                    | 20                    |
| Number of Applications Presented to P&Z Commission   | 16                 | 13                 | 37                    | 40                    |
| Number of Applications Presented to City Council   | 30                 | 14                 | 28                    | 30                    |







## Goals and Objectives:

|  |   |
|--|---|
| <br><b>City Services</b>                                  | <ul style="list-style-type: none"><li>• Maintain an efficient, transparent, responsive, accountable, and fiscally responsible division by tracking and meeting performance measurements, improving business processes, performing customer service surveys, and operating within budget.</li><li>• Monitor citizen and customer service expectations and satisfaction through customer service surveys. Implement improvements based upon customer suggestions.</li><li>• Keep citizens and stakeholders informed about development and other projects with meetings and workshops.</li><li>• Manage the multi-year Official Zoning Map project to implement the Land Development Code (LDC).</li></ul> |
| <br><b>Community Quality of Life / Citizen Engagement</b> | <ul style="list-style-type: none"><li>• Encourage citizen participation in the current planning process through community meetings and other means of engagement.</li><li>• Support neighborhoods by providing residents with information by attending at least two HOA and CenCON meetings.</li></ul>  |
| <br><b>Economic Health</b>                                | <ul style="list-style-type: none"><li>• Pursue opportunities for strategic annexations into the City.</li><li>• Continue to implement business practices that make doing business with the City simple, efficient and as responsive as possible by increasing the number of paperless submittals.</li></ul>   |
| <br><b>Environment</b>                                  | <ul style="list-style-type: none"><li>• Pursue implementation of electronic referrals of plans to outside agencies and maintain electronic submittal process.</li><li>• Monitor ordinances for environmentally sound practices.</li></ul>   |



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

**Prior Year Accomplishments:**

|  |  |
|--|--|
| <br><b>City Services</b>                                | <ul style="list-style-type: none"> <li>• Maintained high level of accountability and productivity by consistently meeting all performance measurements.</li> <li>• Continued to monitor citizen and customer expectations and satisfaction through customer service surveys. Implemented process improvements based upon customer suggestions.</li> </ul>  |
| <br><b>Community Quality of Life/Citizen Engagement</b> | <ul style="list-style-type: none"> <li>• Supported neighborhoods by providing residents with relevant and useful information about Building Services by facilitating community workshops as well as attending HOA, CenCON, or City Council District meetings as requested or required.</li> <li>• Maintained strong relationships with all sistering Building Departments in quarterly meetings.</li> <li>• Maintained strong working relationships with all three fire protection providers serving the City through monthly meetings and emergency responses.</li> </ul>   |
| <br><b>Economic Health</b>                             | <ul style="list-style-type: none"> <li>• Maintained a lean, transparent, responsive, and fiscally responsible division by tracking and meeting performance measurements, improving business processes, performing customer service surveys, and operating within budget. Oversaw the new contract for the Building Division, specifically the implementation of new services and improved performance measures within the approved budget.</li> <li>• Continued to implement business processes that make doing business with the City as simple, efficient and as responsive as possible: made available paperless submittals; increased the number and/or percent of permits received through Rapid Review Thursdays over 2012; maintained new performance measurements for permits; integrated contractor licensing; helped implement technology for inspections to provide better customer service; and implemented on-line submittals.</li> </ul> |
| <br><b>Environment</b>                                | <ul style="list-style-type: none"> <li>• Enhanced customer access to Building Services via web interface; implemented paperless plan review/submittals and mobile technology for inspections; continue to update and enhance building information (applications, handouts, fees and relevant information) on the City's website.</li> <li>• Enhanced customer ability to see inspection results via the web, reducing even further the use of paper within the division.</li> <li>• All records for contractor licensing are now scanned into software making this part of the building division paperless process.</li> </ul>   |





**Performance Measurements:**

|  | 2011 Actual   | 2012 Actual   | 2013 Estimated | 2014 Projected |
|--|---------------|---------------|----------------|----------------|
| Number of Inspections                      | 14,745        | 15,454        | 16,000         | 15,500         |
| Number of Failed Inspections               | 3,008         | 2,505         | 2,500          | 2,480          |
| Total Number of Permits Issued             | 5,317         | 7,256         | 6700           | 6,500          |
| Valuation of Permits                       | \$129,137,135 | \$148,276,005 | \$150,000,000  | \$140,000,000  |
| Number of New Single-family Permits Issued | 14            | 64            | 70             | 60             |



| <b>Performance Measurements (Cont.):</b>              | <b>2011 Actual</b> | <b>2012 Actual</b> | <b>2013 Estimated</b> | <b>2014 Projected</b> |
|---|--------------------|--------------------|-----------------------|-----------------------|
| Number of Single-family COs                           | 10                 | 50                 | 55                    | 60                    |
| Number of Residential Addition/Remodel Permits Issued | 598                | 773                | 700                   | 725                   |
| Number of New Commercial Projects Permitted           | 7                  | 19                 | 25                    | 20                    |
| Number of Commercial Addition/Remodel Permits Issued  | 444                | 482                | 500                   | 450                   |
| Number of Plan Reviews Performed                      | 1,607              | 1,551              | 1575                  | 1500                  |
| Total Revenue (fees)                                  | \$1,881,849        | \$2,516,036        | \$2,500,000           | \$2,400,000           |

### Goals and Objectives:

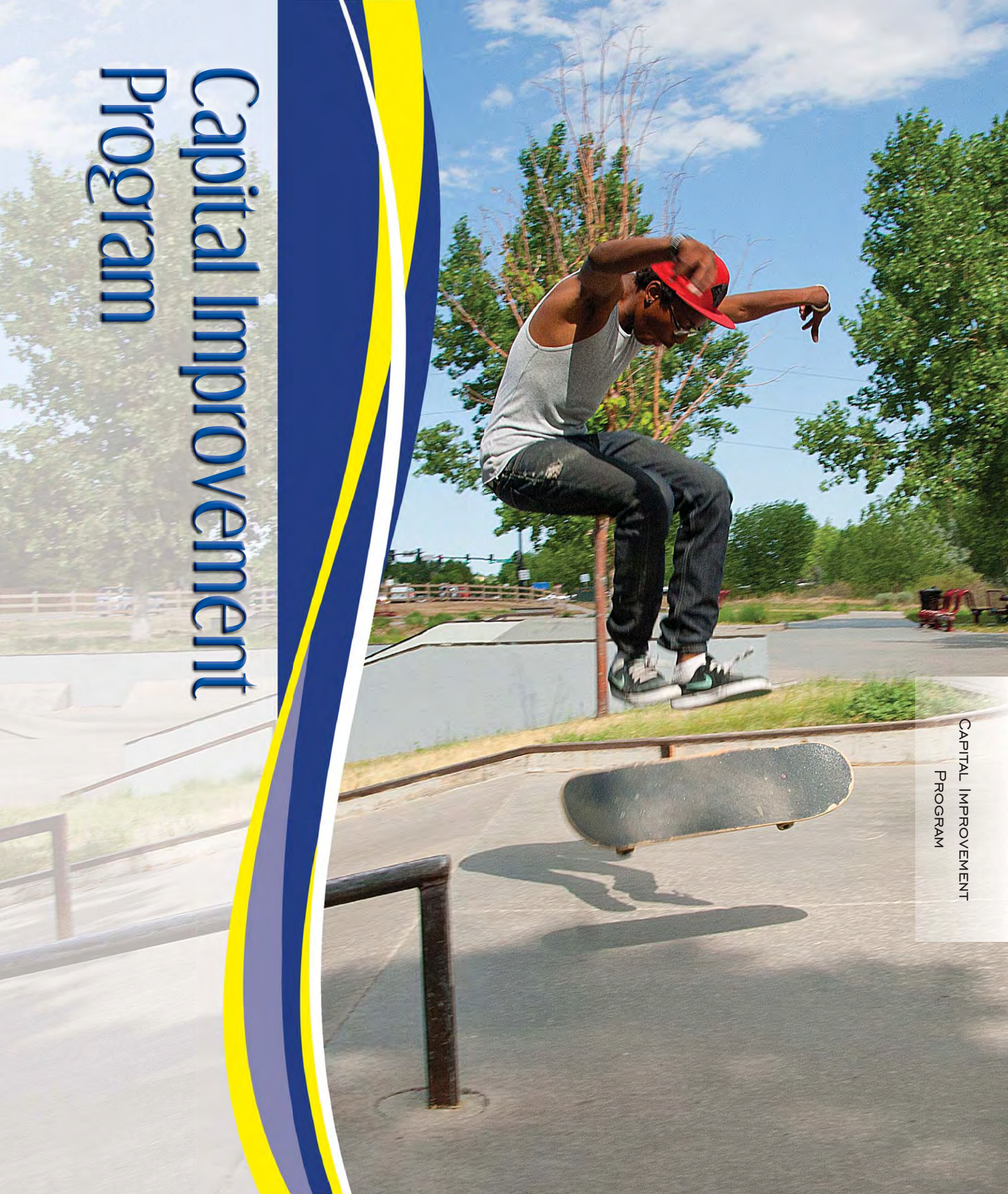
|  |  |
|--|--|
| <br><b>City Services</b>                                    | <ul style="list-style-type: none"> <li>• Maintain high level of accountability and productivity by consistently meeting all performance measurements.</li> <li>• Continue to monitor citizen and customer expectations and satisfaction through customer service surveys. Implement process improvements based upon customer suggestions.</li> </ul>   |
| <br><b>Community Quality of Life / Citizen Engagement</b> | <ul style="list-style-type: none"> <li>• Support neighborhoods by providing residents with relevant and useful information about Building Services by facilitating community workshops as well as attending HOA, CenCON, or City Council District meetings as requested or required.</li> <li>• Maintain strong working relationships with all three fire protection providers serving the City through monthly meetings and emergency responses.</li> </ul>   |
| <br><b>Economic Health</b>                                | <ul style="list-style-type: none"> <li>• Maintain a lean, transparent, responsive, and fiscally responsible division by tracking and meeting performance measurements, improving business processes, performing customer service surveys, and operating within budget. Oversee the new contract for the Building Division, specifically the implementation of new services and improved performance measures within the approved budget.</li> <li>• Continue to implement business processes that make doing business with the City as simple, efficient and responsive as possible: make available paperless submittals; increase the number and/or percent of permits received through Rapid Review Thursdays over 2013; maintain new performance measurements for permits; integrate contractor licensing; help implement technology for inspections to provide better customer service; and implement on-line submittals.</li> </ul> |
| <br><b>Environment</b>                                    | <ul style="list-style-type: none"> <li>• Enhance customer access to Building Services via web interface; further implementation of paperless plan review/submittals and mobile technology for inspections; continue to update and enhance building information (applications, handouts, fees and relevant information) on the City's website.</li> </ul>   |



This Page Intentionally Left Blank



# Capital Improvement Program

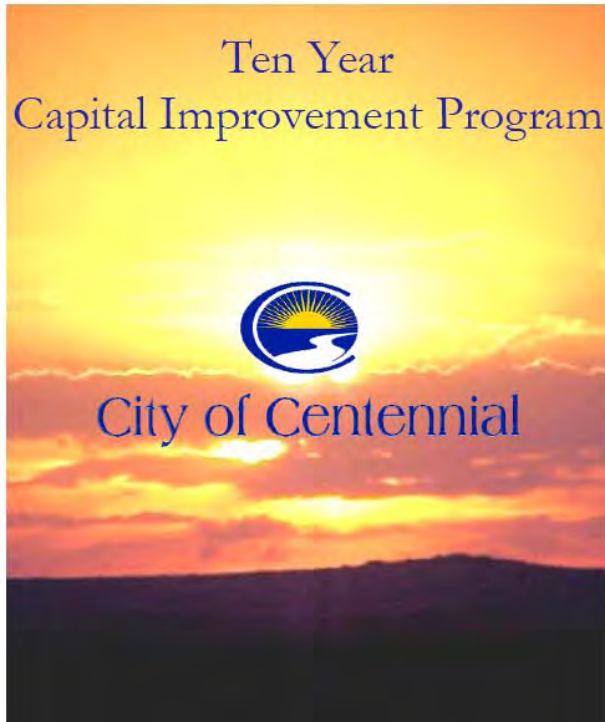






## CAPITAL IMPROVEMENT PROGRAM

### Capital Improvement Program Overview



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

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

The Capital Improvement Fund is used for the City's transportation and safety infrastructure as well as the major maintenance of City facilities (such as the Civic Center) that are owned by the City. Funding typically comes from the City's General Fund revenues along with grants. The Open Space Fund and the Conservation Trust Fund work in tandem to fund the maintenance and enhancement of the City's network of parks, open spaces, and trails. The Open Space Fund revenue is generated by the Arapahoe County Open Space Tax, which restricts how funds may be used. The Conservation Trust Fund is funded by the State lottery program and is also restricted in its uses.

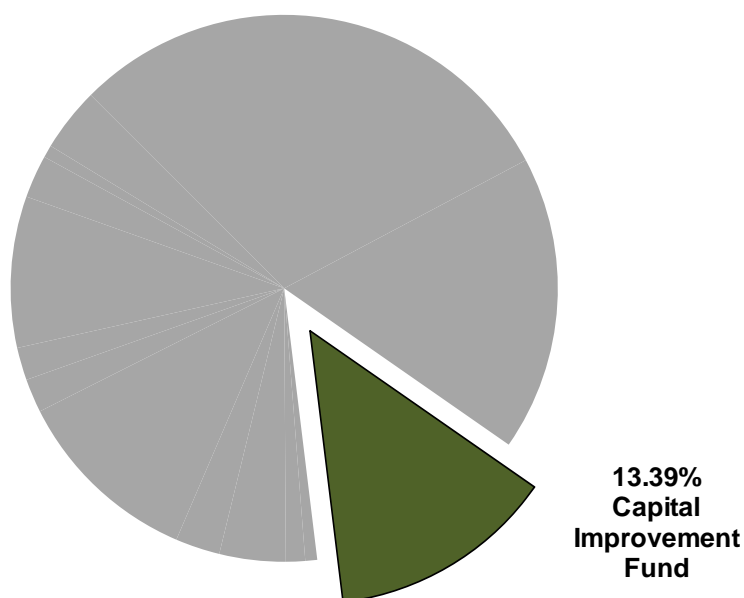
The City of Centennial currently has far more capital needs than resources to fund them. More than 80 percent (80%) of the land within the City is currently developed and much of the infrastructure has been in place for more than 25 years. Through proper assessment, and planning and development of a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

A separate summary for each project included in the 2014 budget is included on the following pages. Each project summary includes information pertaining to the project including other funding sources and operational and maintenance costs. The incremental cost of operating and maintaining new capital assets is noted on individual project sheets, if applicable. The City contracts many maintenance services and is unable to determine the per project maintenance cost due to the lump sum nature of the contract. Additionally, the City partners with recreation districts for many of the parks, open space and trails projects; in these cases the City is not responsible for the operating and maintenance costs of the asset.



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

## 2014 Expenditures Capital Improvement Fund



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

### Capital Improvement Fund Budget Summary by Budget Category





|                           | 2012<br>Actual       | 2013<br>Adopted     | 2013<br>Revised      | 2014<br>Adopted     | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg        |
|---------------------------|----------------------|---------------------|----------------------|---------------------|---|--------------|
| Personnel Services        | \$ -                 | \$ -                | \$ -                 | \$ -                | \$ -                                    | -            |
| Contracted Services       | -                    | -                   | -                    | -                   | -                                       | -            |
| Other Services & Supplies | 291,932              | 375,000             | 384,689              | 387,500             | 12,500                                  | 3.3%         |
| Capital Outlay            | 11,755,444           | 7,993,000           | 18,048,387           | 9,608,000           | 1,615,000                               | 20.2%        |
| <b>TOTAL</b>              | <b>\$ 12,047,376</b> | <b>\$ 8,368,000</b> | <b>\$ 18,433,076</b> | <b>\$ 9,995,500</b> | <b>\$ 1,627,500</b>                     | <b>19.4%</b> |



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

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

### Prior Year Accomplishments:

|   |   |
|---|---|
| <br><b>City Services</b>                                   | <ul style="list-style-type: none"> <li>Continued to update and monitor formal performance measures for the CIP program.</li> <li>Maintained the street network at its current condition through the effective use of various roadway treatments.</li> <li>Completed construction of the City's first roundabout as part of the Peoria and Peakview Reconstruction and Intersection Improvements project.</li> </ul> |
| <br><b>Community Quality of Life / Citizen Engagement</b> | <ul style="list-style-type: none"> <li>Continued outreach programs to inform citizens of significant pavement rehabilitation programs.</li> <li>Continued to respond to citizen concerns and requests related to ongoing or proposed CIP projects within two business days.</li> </ul>  |
| <br><b>Economic Health</b>                               | <ul style="list-style-type: none"> <li>Completed all CIP projects within established budgets.</li> <li>Proactively investigated and applied for all eligible grants.</li> </ul>   |
| <br><b>Environment</b>                                   | <ul style="list-style-type: none"> <li>Installed water quality treatment facilities as part of the Peoria and Peakview Reconstruction and Intersection Improvements project.</li> <li>Investigated pavement recycling materials and other innovative applications to be used as part of the annual program.</li> </ul>  |


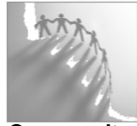


### Performance Measurements:

Pavement Rehabilitation and Surface Treatment Program

|   | 2011 Actual | 2012 Actual | 2013 Estimated | 2014 Projected |
|---|-------------|-------------|----------------|----------------|
| Centerline Street Miles Reconstructed   | 1.3         | 0.0         | 0.5            | 0.5            |
| Centerline Street Miles Mill & Overlay  | 10.3        | 14.6        | 15.7           | 16.5           |
| Centerline Street Miles Surface Treated | 14.0        | 13.6        | 17.0           | 15.0           |



## Goals and Objectives:

|  |  |
|--|--|
| <br><b>City Services</b>                                  | <ul style="list-style-type: none"> <li>• Continue to update and monitor formal performance measures for the CIP program.</li> <li>• Maintain a pavement condition index in the 70's through the effective use of various roadway treatments.</li> </ul>                                  |
| <br><b>Community Quality of Life / Citizen Engagement</b> | <ul style="list-style-type: none"> <li>• Continue outreach programs to inform citizens of significant pavement rehabilitation programs.</li> <li>• Continue to respond to citizen concerns and requests related to ongoing or proposed CIP projects within two business days.</li> </ul> |
| <br><b>Economic Health</b>                                | <ul style="list-style-type: none"> <li>• Complete all CIP projects within established budgets.</li> <li>• Proactively investigate and apply for all eligible grants.</li> </ul>  |
| <br><b>Environment</b>                                  | <ul style="list-style-type: none"> <li>• Investigate pavement recycling materials and other innovative applications to be used as part of the annual program.</li> </ul>   |



***Peoria and Peakview Reconstruction and Intersection Improvements Project***





## 2014-2018 Capital Improvement Program

**Project Name:** General Transportation Studies

**Project Type:** Professional Services

First Show n in CIP: 2012

Council District: All

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

**Goals Met:** Quality of Life, Economic Health, Environment

### ESTIMATED FUNDING SCHEDULE:

|                                  | Prior Funding | 2014      | 2015      | 2016      | 2017      | 2018      | TOTAL      |
|----------------------------------|---------------|-----------|-----------|-----------|-----------|-----------|------------|
| <b>Design and CM:</b>            | \$ 50,000     | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 300,000 |
| <b>Land Acquisition:</b>         | -             | -         | -         | -         | -         | -         | -          |
| <b>Construction:</b>             | -             | -         | -         | -         | -         | -         | -          |
| <b>Subtotal</b>                  | \$ 50,000     | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 300,000 |
| <b>Funds from other Sources:</b> | -             | -         | -         | -         | -         | -         | -          |
|                                  | -             | -         | -         | -         | -         | -         | -          |

**Funding:** \$ 50,000 \$ 50,000 \$ 50,000 \$ 50,000 \$ 50,000 \$ 50,000 \$ 300,000

**City total portion**

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

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

### PROJECT LOCATION:





## 2014-2018 Capital Improvement Program

**Project Name:** I-25 and County Line Road Landscaping

**Project Type:** Landscaping

First Shown in CIP: 2014

Council District: 3

**Project Description:** This project is sponsored by SPIMD/TMA for the landscaping of the four corners of the I-25/County Line Road interchange.

**Goals Met:** City Services, Quality of Life, Environment

### ESTIMATED FUNDING SCHEDULE:

|                                  |              | Prior Funding | 2014       | 2015 | 2016 | 2017 | 2018 | TOTAL   |
|----------------------------------|--------------|---------------|------------|------|------|------|------|---------|
| <b>Design and CM:</b>            |              | \$ -          | \$ -       | \$ - | \$ - | \$ - | \$ - | -       |
| <b>Land Acquisition:</b>         |              | -             | -          | -    | -    | -    | -    | -       |
| <b>Construction:</b>             |              | -             | 500,000    | -    | -    | -    | -    | 500,000 |
| <b>Subtotal</b>                  |              | \$ -          | \$ 500,000 | \$ - | \$ - | \$ - | \$ - | 500,000 |
| <b>Funds from other Sources:</b> | <b>Local</b> | -             | 437,500    | -    | -    | -    | -    | 437,500 |
|                                  |              | -             | -          | -    | -    | -    | -    | -       |
| <b>Funding:</b>                  |              | \$ -          | \$ 62,500  | \$ - | \$ - | \$ - | \$ - | 62,500  |

**City total portion**

|                               |            |
|-------------------------------|------------|
| Total Design & CM Costs:      | \$ -       |
| Total Land Acquisition Costs: | \$ -       |
| Total Construction Costs:     | \$ 500,000 |
| Total City Project Costs:     | \$ 62,500  |

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

### PROJECT LOCATION:







## 2014-2018 Capital Improvement Program

**Project Name:** Building Maintenance & Improvements

**Project Type:** Facilities

First Shown in CIP: 2010

Council District: All

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

**Goals Met:** City Services, Quality of Life, Environment

### ESTIMATED FUNDING SCHEDULE:

|                                  | Prior Funding | 2014       | 2015       | 2016       | 2017       | 2018       | TOTAL      |
|----------------------------------|---------------|------------|------------|------------|------------|------------|------------|
| <b>Design and CM:</b>            | \$ 309,092    | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 809,092 |
| <b>Land Acquisition:</b>         | -             | -          | -          | -          | -          | -          | -          |
| <b>Construction:</b>             | -             | -          | -          | -          | -          | -          | -          |
| <b>Subtotal</b>                  | \$ 309,092    | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 809,092 |
| <b>Funds from other Sources:</b> |               |            |            |            |            |            |            |
| EECBG                            | 109,092       | -          | -          | -          | -          | -          | \$ 109,092 |
|                                  | -             | -          | -          | -          | -          | -          | \$ -       |

**Funding:** \$ 200,000 \$ 100,000 \$ 100,000 \$ 100,000 \$ 100,000 \$ 100,000 \$ 700,000  
**City total portion**

|                               |            |
|-------------------------------|------------|
| Total Design & CM Costs:      | \$ 809,092 |
| Total Land Acquisition Costs: | \$ -       |
| Total Construction Costs:     | \$ -       |
| Total City Project Costs:     | \$ 700,000 |

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

### PROJECT LOCATION:





## 2014-2018 Capital Improvement Program

**Project Name:** Building Contingency

**Project Type:** Facilities

First Shown in CIP: 2011

Council District: All

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

**Goals Met:** City Services, Quality of Life, Environment

### ESTIMATED FUNDING SCHEDULE:

|                                  | Prior Funding | 2014      | 2015      | 2016      | 2017      | 2018      | TOTAL      |
|----------------------------------|---------------|-----------|-----------|-----------|-----------|-----------|------------|
| <b>Design and CM:</b>            | \$ 200,000    | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 450,000 |
| <b>Land Acquisition:</b>         | -             | -         | -         | -         | -         | -         | -          |
| <b>Construction:</b>             | -             | -         | -         | -         | -         | -         | -          |
| <b>Subtotal</b>                  | \$ 200,000    | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 450,000 |
| <b>Funds from other Sources:</b> | -             | -         | -         | -         | -         | -         | -          |
|                                  | -             | -         | -         | -         | -         | -         | -          |
| <b>Funding:</b>                  | \$ 200,000    | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 450,000 |
| <b>City total portion</b>        |               |           |           |           |           |           |            |

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

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

### PROJECT LOCATION:





## 2014-2018 Capital Improvement Program

**Project Name:** County Line Road Street Rehabilitation

**Project Type:** Streets and Intersections

First Shown in CIP: 2013

Council District: 3

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

**Goals Met:** City Services, Quality of Life, Environment

### ESTIMATED FUNDING SCHEDULE:

|                                  | Prior Funding | 2014       | 2015 | 2016 | 2017 | 2018 | TOTAL   |
|----------------------------------|---------------|------------|------|------|------|------|---------|
| <b>Design and CM:</b>            | \$ -          | \$ -       | \$ - | \$ - | \$ - | \$ - | -       |
| <b>Land Acquisition:</b>         | -             | -          | -    | -    | -    | -    | -       |
| <b>Construction:</b>             | 100,000       | 100,000    | -    | -    | -    | -    | 200,000 |
| <b>Subtotal</b>                  | \$ 100,000    | \$ 100,000 | \$ - | \$ - | \$ - | \$ - | 200,000 |
| <b>Funds from other Sources:</b> | -             | -          | -    | -    | -    | -    | -       |
|                                  | -             | -          | -    | -    | -    | -    | -       |

**Funding:** \$ 100,000 \$ 100,000 \$ - \$ - \$ - \$ - \$ 200,000

**City total portion**

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

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

### PROJECT LOCATION:







## 2014-2018 Capital Improvement Program

**Project Name:** Peakview and Dayton Intersection Improvements

**Project Type:** Traffic Control & Signals

First Show n in CIP : 2014

Council District: 2

**Project Description:** Replacement and upgrade of existing traffic signals, infrastructure improvements, pedestrian enhancements, and striping changes.

**Goals Met:** City Services, Quality of Life, Environment

### ESTIMATED FUNDING SCHEDULE:

|                                  | Prior Funding | 2014       | 2015 | 2016 | 2017 | 2018 | TOTAL   |
|----------------------------------|---------------|------------|------|------|------|------|---------|
| <b>Design and CM:</b>            | \$ -          | \$ 40,000  | \$ - | \$ - | \$ - | \$ - | 40,000  |
| <b>Land Acquisition:</b>         | -             | 10,000     | -    | -    | -    | -    | 10,000  |
| <b>Construction:</b>             | -             | 750,000    | -    | -    | -    | -    | 750,000 |
| <b>Subtotal</b>                  | \$ -          | \$ 800,000 | \$ - | \$ - | \$ - | \$ - | 800,000 |
| <b>Funds from other Sources:</b> |               |            |      |      |      |      |         |
| Arapahoe County                  | -             | 250,000    | -    | -    | -    | -    | 250,000 |
| Greenwood Village                | -             | 350,000    | -    | -    | -    | -    | 350,000 |
| <b>Funding:</b>                  | \$ -          | \$ 200,000 | \$ - | \$ - | \$ - | \$ - | 200,000 |

**City total portion**

|                               |            |
|-------------------------------|------------|
| Total Design & CM Costs:      | \$ 40,000  |
| Total Land Acquisition Costs: | \$ 10,000  |
| Total Construction Costs:     | \$ 750,000 |
| Total City Project Costs:     | \$ 200,000 |

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

### PROJECT LOCATION:





## 2014-2018 Capital Improvement Program

**Project Name:** Arapahoe and I-25 Interchange Replacement Construction - Phase 1  
**Project Type:** Streets and Intersections First Shown in CIP: 2014 Council District: 3

**Project Description:** Intersection improvements at Arapahoe Road and Yosemite Street. First phase of the Arapahoe Road and I-25 interchange replacement construction.

**Goals Met:** City Services, Quality of Life, Environment

### ESTIMATED FUNDING SCHEDULE:

|                                  | Prior Funding | 2014         | 2015 | 2016 | 2017 | 2018 | TOTAL     |
|----------------------------------|---------------|--------------|------|------|------|------|-----------|
| <b>Design and CM:</b>            | \$ -          | \$ 500,000   | \$ - | \$ - | \$ - | \$ - | 500,000   |
| <b>Land Acquisition:</b>         | -             | -            | -    | -    | -    | -    | -         |
| <b>Construction:</b>             | -             | 4,500,000    | -    | -    | -    | -    | 4,500,000 |
| <b>Subtotal</b>                  | \$ -          | \$ 5,000,000 | \$ - | \$ - | \$ - | \$ - | 5,000,000 |
| <b>Funds from other Sources:</b> |               |              |      |      |      |      |           |
| Federal                          | -             | 3,000,000    | -    | -    | -    | -    | 3,000,000 |
| Local                            | -             | 1,666,667    | -    | -    | -    | -    | 1,666,667 |
| <b>Funding:</b>                  | \$ -          | \$ 333,333   | \$ - | \$ - | \$ - | \$ - | 333,333   |

**City total portion**

|                               |              |
|-------------------------------|--------------|
| Total Design & CM Costs:      | \$ 500,000   |
| Total Land Acquisition Costs: | \$ -         |
| Total Construction Costs:     | \$ 4,500,000 |
| Total City Project Costs:     | \$ 333,333   |

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

### PROJECT LOCATION:







## 2014-2018 Capital Improvement Program

**Project Name:** Smoky Hill and Himalaya Intersection Improvements

**Project Type:** Traffic Control & Signals

First Shown in CIP: 2014

Council District: 3, 4

**Project Description:** Project will make median, striping, traffic signal, and sidewalk improvements.

**Goals Met:** City Services, Quality of Life, Environment

### ESTIMATED FUNDING SCHEDULE:

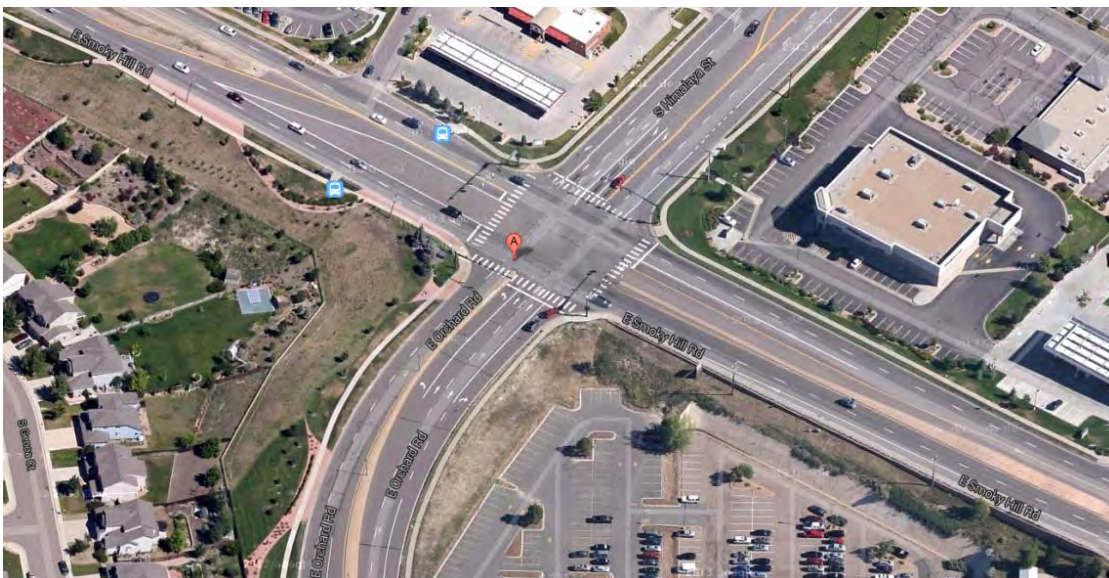
|                                  |         | Prior Funding | 2014       | 2015 | 2016 | 2017 | 2018 | TOTAL   |
|----------------------------------|---------|---------------|------------|------|------|------|------|---------|
| <b>Design and CM:</b>            |         | \$ -          | \$ -       | \$ - | \$ - | \$ - | \$ - | -       |
| <b>Land Acquisition:</b>         |         | -             | -          | -    | -    | -    | -    | -       |
| <b>Construction:</b>             |         | -             | 897,000    | -    | -    | -    | -    | 897,000 |
| <b>Subtotal</b>                  |         | \$ -          | \$ 897,000 | \$ - | \$ - | \$ - | \$ - | 897,000 |
| <b>Funds from other Sources:</b> |         |               |            |      |      |      |      |         |
|                                  | Federal | -             | 475,000    | -    | -    | -    | -    | 475,000 |
|                                  |         | -             | -          | -    | -    | -    | -    | -       |
| <b>Funding:</b>                  |         | \$ -          | \$ 422,000 | \$ - | \$ - | \$ - | \$ - | 422,000 |

**City total portion**

|                               |            |
|-------------------------------|------------|
| Total Design & CM Costs:      | \$ -       |
| Total Land Acquisition Costs: | \$ -       |
| Total Construction Costs:     | \$ 897,000 |
| Total City Project Costs:     | \$ 422,000 |

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

### PROJECT LOCATION:







## 2014-2018 Capital Improvement Program

**Project Name:** Grant Match Funds / Other

**Project Type:** Streets & Intersections

First Show n in CIP : 2012

Council District: ALL

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

**Goals Met:** Quality of Life, Economic Health, Environment

### ESTIMATED FUNDING SCHEDULE:

|                                  | Prior Funding | 2014      | 2015      | 2016      | 2017      | 2018      | TOTAL      |
|----------------------------------|---------------|-----------|-----------|-----------|-----------|-----------|------------|
| <b>Design and CM:</b>            | \$ -          | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      | -          |
| <b>Land Acquisition:</b>         | -             | -         | -         | -         | -         | -         | -          |
| <b>Construction:</b>             | 75,000        | 75,000    | 75,000    | 75,000    | 75,000    | 75,000    | 450,000    |
| <b>Subtotal</b>                  | \$ 75,000     | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 450,000 |
| <b>Funds from other Sources:</b> | -             | -         | -         | -         | -         | -         | -          |
|                                  | -             | -         | -         | -         | -         | -         | -          |
| <b>Funding:</b>                  | \$ 75,000     | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 450,000 |

**City total portion**

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

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

### PROJECT LOCATION:





## 2014-2018 Capital Improvement Program

**Project Name:** University Boulevard Infill Sidewalk

**Project Type:** New Construction - Sidewalks

First Shown in CIP: 2014

Council District: 1, 2

**Project Description:** Project will install and reconstruct sidewalk at various locations along University Boulevard.

**Goals Met:** City Services, Quality of Life, Environment

### ESTIMATED FUNDING SCHEDULE:

|                                  | Prior Funding | 2014       | 2015 | 2016 | 2017 | 2018 | TOTAL   |
|----------------------------------|---------------|------------|------|------|------|------|---------|
| <b>Design and CM:</b>            | \$ -          | \$ -       | \$ - | \$ - | \$ - | \$ - | -       |
| <b>Land Acquisition:</b>         | -             | -          | -    | -    | -    | -    | -       |
| <b>Construction:</b>             | -             | 521,000    | -    | -    | -    | -    | 521,000 |
| <b>Subtotal</b>                  | \$ -          | \$ 521,000 | \$ - | \$ - | \$ - | \$ - | 521,000 |
| <b>Funds from other Sources:</b> |               |            |      |      |      |      |         |
| Federal                          | -             | 416,800    | -    | -    | -    | -    | 416,800 |
|                                  | -             | -          | -    | -    | -    | -    | -       |
| <b>Funding:</b>                  | \$ -          | \$ 104,200 | \$ - | \$ - | \$ - | \$ - | 104,200 |
| <b>City total portion</b>        |               |            |      |      |      |      |         |

|                               |            |
|-------------------------------|------------|
| Total Design & CM Costs:      | \$ -       |
| Total Land Acquisition Costs: | \$ -       |
| Total Construction Costs:     | \$ 521,000 |
| Total City Project Costs:     | \$ 104,200 |

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

### PROJECT LOCATION:





## 2014-2018 Capital Improvement Program

**Project Name:** Infill Sidewalk Program

**Project Type:** Sidewalks

First Show n in CIP : 2012

Council District: ALL

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

**Goals Met:** Quality of Life, Economic Health, Environment

### ESTIMATED FUNDING SCHEDULE:

|                                  | Prior Funding | 2014      | 2015      | 2016      | 2017      | 2018       | TOTAL      |
|----------------------------------|---------------|-----------|-----------|-----------|-----------|------------|------------|
| <b>Design and CM:</b>            | \$ -          | \$ -      | \$ -      | \$ -      | \$ -      | \$ -       | -          |
| <b>Land Acquisition:</b>         | -             | -         | -         | -         | -         | -          | -          |
| <b>Construction:</b>             | 185,543       | 75,000    | 75,000    | 75,000    | 75,000    | 300,000    | 785,543    |
| <b>Subtotal</b>                  | \$ 185,543    | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 300,000 | \$ 785,543 |
| <b>Funds from other Sources:</b> | -             | -         | -         | -         | -         | -          | -          |
|                                  | -             | -         | -         | -         | -         | -          | -          |

**Funding:** \$ 185,543 \$ 75,000 \$ 75,000 \$ 75,000 \$ 75,000 \$ 300,000 \$ 785,543

**City total portion**

|                               |            |
|-------------------------------|------------|
| Total Design & CM Costs:      | \$ -       |
| Total Land Acquisition Costs: | \$ -       |
| Total Construction Costs:     | \$ 785,543 |
| Total City Project Costs:     | \$ 785,543 |

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

### PROJECT LOCATION:





## 2014-2018 Capital Improvement Program

**Project Name:** Signal Communication Improvements

**Project Type:** Various Traffic

First Show n in CIP : 2009

Council District: All

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

**Goals Met:** City Services, Quality of Life, Environment

### ESTIMATED FUNDING SCHEDULE:

|                                  | Prior Funding | 2014       | 2015      | 2016      | 2017      | 2018      | TOTAL        |
|----------------------------------|---------------|------------|-----------|-----------|-----------|-----------|--------------|
| <b>Design and CM:</b>            | \$ -          | \$ -       | \$ -      | \$ -      | \$ -      | \$ -      | -            |
| <b>Land Acquisition:</b>         | -             | -          | -         | -         | -         | -         | -            |
| <b>Construction:</b>             | 1,580,235     | 140,000    | 40,000    | 40,000    | 40,000    | 40,000    | 1,880,235    |
| <b>Subtotal</b>                  | \$ 1,580,235  | \$ 140,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 1,880,235 |
| <b>Funds from other Sources:</b> |               |            |           |           |           |           |              |
| <b>DRCOG/CDOT</b>                | 1,216,867     | -          | -         | -         | -         | -         | 1,216,867    |
|                                  | -             | -          | -         | -         | -         | -         | -            |

**Funding:** \$ 363,368 \$ 140,000 \$ 40,000 \$ 40,000 \$ 40,000 \$ 40,000 \$ 663,368

**City total portion**

|                               |              |
|-------------------------------|--------------|
| Total Design & CM Costs:      | \$ -         |
| Total Land Acquisition Costs: | \$ -         |
| Total Construction Costs:     | \$ 1,880,235 |
| Total City Project Costs:     | \$ 663,368   |

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

### PROJECT LOCATION:







## 2014-2018 Capital Improvement Program

**Project Name:** Street Rehabilitation Program

**Project Type:** Rehabilitation - Roadway

First Show n in CIP : 2009

Council District: All

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

**Goals Met:** City Services, Quality of Life, Environment

### ESTIMATED FUNDING SCHEDULE:

|                                  | Prior Funding | 2014         | 2015         | 2016         | 2017         | 2018         | TOTAL         |
|----------------------------------|---------------|--------------|--------------|--------------|--------------|--------------|---------------|
| <b>Design and CM:</b>            | \$ -          | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | -             |
| <b>Land Acquisition:</b>         | -             | -            | -            | -            | -            | -            | -             |
| <b>Construction:</b>             | 20,297,579    | 6,600,000    | 6,600,000    | 6,600,000    | 6,600,000    | 6,600,000    | 53,297,579    |
| <b>Subtotal</b>                  | \$ 20,297,579 | \$ 6,600,000 | \$ 6,600,000 | \$ 6,600,000 | \$ 6,600,000 | \$ 6,600,000 | \$ 53,297,579 |
| <b>Funds from other Sources:</b> | -             | -            | -            | -            | -            | -            | -             |
|                                  | -             | -            | -            | -            | -            | -            | -             |

**Funding:** \$ 20,297,579 \$ 6,600,000 \$ 6,600,000 \$ 6,600,000 \$ 6,600,000 \$ 6,600,000 \$ 53,297,579

**City total portion**

|                               |               |
|-------------------------------|---------------|
| Total Design & CM Costs:      | \$ -          |
| Total Land Acquisition Costs: | \$ -          |
| Total Construction Costs:     | \$ 53,297,579 |
| Total City Project Costs:     | \$ 53,297,579 |

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

### PROJECT LOCATION:





## 2014-2018 Capital Improvement Program

**Project Name:** Arapahoe Road and Big Dry Creek Bridge

**Project Type:** Rehabilitation - Major Structures

First Shown in CIP: 2014

Council District: 2

**Project Description:** First of five yearly contributions to a multi-agency project to rehabilitate the Arapahoe Road bridge over Big Dry Creek.

**Goals Met:** City Services, Quality of Life, Environment

### ESTIMATED FUNDING SCHEDULE:

|                                  | Prior Funding | 2014       | 2015       | 2016       | 2017       | 2018       | TOTAL      |
|----------------------------------|---------------|------------|------------|------------|------------|------------|------------|
| <b>Design and CM:</b>            | \$ -          | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | -          |
| <b>Land Acquisition:</b>         | -             | -          | -          | -          | -          | -          | -          |
| <b>Construction:</b>             | -             | 100,000    | 100,000    | 100,000    | 100,000    | 100,000    | 500,000    |
| <b>Subtotal</b>                  | \$ -          | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 500,000 |
| <b>Funds from other Sources:</b> | -             | -          | -          | -          | -          | -          | -          |
|                                  | -             | -          | -          | -          | -          | -          | -          |
| <b>Funding:</b>                  | \$ -          | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 500,000 |

**City total portion**

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

**Annual O&M Impacts:** The maintenance responsibilities for this bridge will be shared by the City and SEMSWA.

### PROJECT LOCATION:







## 2014-2018 Capital Improvement Program

**Project Name:** Minor Structures

**Project Type:** Rehabilitation - Minor Structures

First Shown in CIP: 2014

Council District: All

**Project Description:** Funds to address high priority bridge maintenance and repair. Also covers contingency funding for emergency repairs to fences, guard rails, etc.

**Goals Met:** City Services, Quality of Life, Environment

### ESTIMATED FUNDING SCHEDULE:

|                                  | Prior Funding | 2014      | 2015      | 2016 | 2017 | 2018 | TOTAL   |
|----------------------------------|---------------|-----------|-----------|------|------|------|---------|
| <b>Design and CM:</b>            | \$ -          | \$ -      | \$ -      | \$ - | \$ - | \$ - | -       |
| <b>Land Acquisition:</b>         | -             | -         | -         | -    | -    | -    | -       |
| <b>Construction:</b>             | -             | 50,000    | 50,000    | -    | -    | -    | 100,000 |
| <b>Subtotal</b>                  | \$ -          | \$ 50,000 | \$ 50,000 | \$ - | \$ - | \$ - | 100,000 |
| <b>Funds from other Sources:</b> | -             | -         | -         | -    | -    | -    | -       |
|                                  | -             | -         | -         | -    | -    | -    | -       |
| <b>Funding:</b>                  | \$ -          | \$ 50,000 | \$ 50,000 | \$ - | \$ - | \$ - | 100,000 |

**City total portion**

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

**Annual O&M Impacts:** Ongoing maintenance will be covered through the Public Works Contract and CIP maintenance funds.

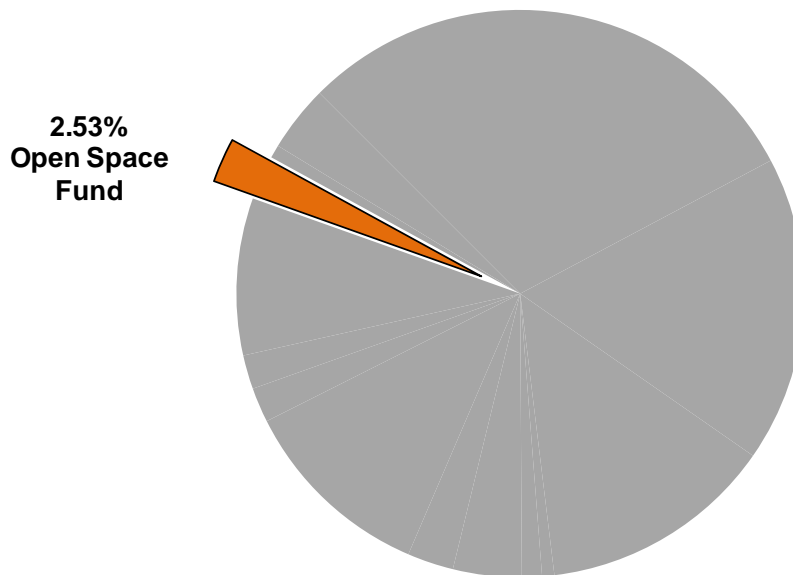
### PROJECT LOCATION:





*In 2003 and 2011, voters approved a county-wide ¼ cent sales tax to pay for the preservation of open space in Arapahoe County. Collection of the sales tax began January 1, 2004 and is set to expire December 31, 2023. Fifty percent (50%) of the collected funds are given to municipalities on the basis of population. Funds may be used to acquire open space or park land and make improvements to parks and trails. Ten percent (10%) of the funds may be used to maintain open space.*

## 2014 Expenditures Open Space Fund







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

### Open Space Fund Budget Summary by Budget Category

|                           | 2012<br>Actual      | 2013<br>Adopted     | 2013<br>Revised     | 2014<br>Adopted     | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg         |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---|---------------|
| Personnel Services        | \$ 962              | \$ 80,000           | \$ 80,000           | \$ 80,000           | \$ -                                    | 0.0%          |
| Contracted Services       | -                   | -                   | -                   | -                   | -                                       | -             |
| Other Services & Supplies | 47,268              | 50,000              | 558,517             | 60,000              | 10,000                                  | 20.0%         |
| Capital Outlay            | 1,153,587           | 2,055,000           | 6,921,283           | 1,750,000           | (305,000)                               | -14.8%        |
| <b>TOTAL</b>              | <b>\$ 1,201,817</b> | <b>\$ 2,185,000</b> | <b>\$ 7,559,800</b> | <b>\$ 1,890,000</b> | <b>\$ (295,000)</b>                     | <b>-13.5%</b> |







## Prior Year Accomplishments:

|  |  |
|--|--|
| <br><b>City Services</b>                                | <ul style="list-style-type: none"> <li>• In conjunction with the City's Parks and Recreation providers, the Open Space Program has resulted in the construction and enhancement of numerous trails, parks, and open space projects and has enhanced the quality of neighborhoods and recreation services available to residents.</li> <li>• In 2013, the Neighborhood Park Improvement Program was implemented resulting in the upgrade of three parks within the Smoky Hill Neighborhood, and three parks at Twain, Sandburg and Peabody Elementary Schools. The Peabody project was awarded a \$100,000 Great Outdoors Colorado Grant.</li> <li>• The Open Space Program funded improvements to Center Park including an expanded parking area and establishment of a demonstration garden in cooperation with the Rotary Club in the meadow portion of the park.</li> </ul> |
| <br><b>Community Quality of Life/Citizen Engagement</b> | <ul style="list-style-type: none"> <li>• Implemented a number of projects that expanded access and availability of parks, trails and open space to citizens. These include:             <ul style="list-style-type: none"> <li>• Implementation of signage along the Piney Creek Trail Corridor in conjunction with Arapahoe Parks and Recreation District.</li> <li>• Construction of the Link Trail Phase II and Phase III in conjunction with South Suburban Parks and Recreation District.</li> </ul> </li> <li>• Conducted public outreach associated with the Potomac Park Master Plan.</li> <li>• Designed the Lone Tree Creek Trail in cooperation with Dove Valley Metropolitan District and the Centennial Airport Business Center Association.</li> </ul>   |
| <br><b>Economic Health</b>                             | <ul style="list-style-type: none"> <li>• Initiated the Potomac Park Planning Process. Potomac Park could potentially attract visitors that will use retail services within the central part of the City. These amenities serve employees and help attract quality employers to the area.</li> </ul>  |
| <br><b>Environment</b>                                | <ul style="list-style-type: none"> <li>• Continued acquisition and improvements of open spaces to advance environmental stewardship, values, and citizen access to natural open lands.</li> <li>• Trail development, such as planning and design of the Lone Tree Creek Trail which provides enhanced options for non-motorized transportation and reduces fossil fuel consumption.</li> </ul>   |



## Goals and Objectives:

|  |   |
|--|---|
|  <p><b>City Services</b></p>                                  | <ul style="list-style-type: none"> <li>The Open Space Program will continue to support the construction and enhancement of numerous trail, park and open space projects to enhance the quality of neighborhoods and recreation services available to residents.</li> </ul>  |
|  <p><b>Community Quality of Life / Citizen Engagement</b></p> | <ul style="list-style-type: none"> <li>Continue to partner with other agencies to acquire open space, construct trails, update park amenities, and enhance recreational opportunities consistent with the goals and needs identified in the 2007 Parks, Open Space, Trails and Recreation Master Plan. These include: Lone Tree Creek Trail, Amphitheatre enhancements to Center Park, Cherokee Trail Park Development, and continued funding of projects with our major parks and recreation providers.</li> <li>Completion of Potomac Park planning process.</li> </ul>   |
|  <p><b>Economic Health</b></p>                                | <ul style="list-style-type: none"> <li>Complete planning of the Potomac Park site, which when completed will potentially help attract businesses, including both retail and primary employment to the central area of the City. This park may attract visitors and employees that will use retail services in the area.</li> <li>Continue to maintain a lean, transparent, responsive, and fiscally responsible division operating within budget and continue to use existing City funding sources to leverage grants from state and local sources to support and expand park, open space, and trail projects.</li> </ul> |
|  <p><b>Environment</b></p>                                  | <ul style="list-style-type: none"> <li>Continue acquisition and improvement of open spaces to advance environmental stewardship and values and citizen access to natural open lands.</li> <li>Continue trail development, such as the planning and development of the Lone Tree Creek Trail, Centennial Link Trail, and other trails to enhance options for non-motorized transportation and reduce fossil fuel consumption.</li> </ul>   |



## 2014-2018 Capital Improvement Program

**Project Name:** Parker Jordan Open Space Maintenance

**Project Type:** Parks and Trails

First Shown in CIP: 2010

Council District: 3

**Project Description:** This item covers the City's portion of the annual maintenance for the 107 acre Parker Jordan Centennial Open Space property located near Cherry Creek and E. Broncos Parkway. The Parker Jordan Metro District covers 50 percent (50%) of the cost.

**Goals Met:** City Services, Quality of Life

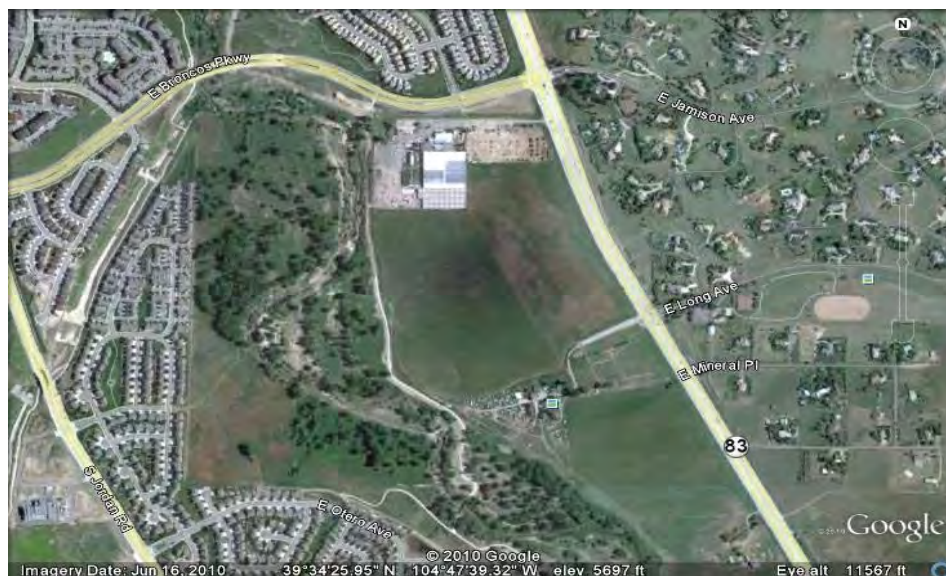
### ESTIMATED FUNDING SCHEDULE:

|                                  | Prior Funding | 2014      | 2015      | 2016      | 2017      | 2018      | TOTAL      |
|----------------------------------|---------------|-----------|-----------|-----------|-----------|-----------|------------|
| <b>Design and CM:</b>            | \$ -          | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      | -          |
| <b>Land Acquisition:</b>         | -             | -         | -         | -         | -         | -         | -          |
| <b>Construction:</b>             | 195,785       | 50,000    | 75,000    | 75,000    | 75,000    | 75,000    | 545,785    |
| <b>Subtotal</b>                  | \$ 195,785    | \$ 50,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 75,000 | \$ 545,785 |
| <b>Funds from other Sources:</b> | -             | -         | -         | -         | -         | -         | -          |
| <b>Funding:</b>                  | \$ -          | \$ -      | \$ -      | \$ -      | \$ -      | \$ -      | 545,785    |
| <b>City total portion</b>        |               |           |           |           |           |           |            |

|                               |            |
|-------------------------------|------------|
| Total Design & CM Costs:      | \$ -       |
| Total Land Acquisition Costs: | \$ -       |
| Total Construction Costs:     | \$ 545,785 |
| Total City Project Costs:     | \$ 545,785 |

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

### PROJECT LOCATION:







## 2014-2018 Capital Improvement Program

**Project Name:** Arapahoe Park and Recreation District (APRD) Maintenance

**Project Type:** Maintenance

First Shown in CIP: 2013

Council District: 4

**Project Description:** Annual maintenance costs of City owned facilities within the Arapahoe Park and Recreation District (APRD). This includes Cherokee Trail Park and the Greenfield Crossing segment of the Piney Creek Trail

**Goals Met:** City Services & Quality of Life

### ESTIMATED FUNDING SCHEDULE:

|                                  | Prior Funding | 2014      | 2015      | 2016      | 2017      | 2018      | TOTAL     |
|----------------------------------|---------------|-----------|-----------|-----------|-----------|-----------|-----------|
| <b>Design and CM:</b>            | \$ 10,000     | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 60,000 |
| <b>Land Acquisition:</b>         | -             | -         | -         | -         | -         | -         | -         |
| <b>Construction:</b>             | -             | -         | -         | -         | -         | -         | -         |
| <b>Subtotal</b>                  | \$ 10,000     | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 60,000 |
| <b>Funds from other Sources:</b> | -             | -         | -         | -         | -         | -         | -         |
|                                  | -             | -         | -         | -         | -         | -         | -         |

**Funding:** \$ 10,000 \$ 10,000 \$ 10,000 \$ 10,000 \$ 10,000 \$ 10,000 \$ 60,000  
**City total portion**

|                               |           |
|-------------------------------|-----------|
| Total Design & CM Costs:      | \$ 60,000 |
| Total Land Acquisition Costs: | \$ -      |
| Total Construction Costs:     | \$ -      |
| Total City Project Costs:     | \$ 60,000 |

**Annual O&M Impacts:** Up to \$10,000 to reimburse APRD for City owned facilities that the District is maintaining on behalf of the City.

### PROJECT LOCATION:







## 2014-2018 Capital Improvement Program

**Project Name:** Cherokee Trail Park

**Project Type:** Land Improvements

First Show n in CIP : 2014

Council District: 4

**Project Description:** Design and construction of a neighborhood park at City owned Cherokee Trail Park.

**Goals Met:** City Services and Quality of Life

### ESTIMATED FUNDING SCHEDULE:

|                                  | Prior Funding | 2014       | 2015 | 2016 | 2017 | 2018 | TOTAL   |
|----------------------------------|---------------|------------|------|------|------|------|---------|
| <b>Design and CM:</b>            | \$ -          | \$ -       | \$ - | \$ - | \$ - | \$ - | -       |
| <b>Land Acquisition:</b>         | -             | -          | -    | -    | -    | -    | -       |
| <b>Construction:</b>             | -             | 200,000    | -    | -    | -    | -    | 200,000 |
| <b>Subtotal</b>                  | \$ -          | \$ 200,000 | \$ - | \$ - | \$ - | \$ - | 200,000 |
| <b>Funds from other Sources:</b> | -             | -          | -    | -    | -    | -    | -       |
| <b>Funding:</b>                  | \$ -          | \$ 200,000 | \$ - | \$ - | \$ - | \$ - | 200,000 |

**City total portion**

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

**Annual O&M Impacts:** Annual O&M is expected to be performed by the Arapahoe Park and Recreation District (APRD) with a separate Maintenance Agreement budgeted with APRD.

### PROJECT LOCATION:





## 2014-2018 Capital Improvement Program

**Project Name:** Centennial Center Park Improvements

**Project Type:** Land Improvements

First Shown in CIP: 2014

Council District: All

**Project Description:** Various improvements and repairs to Centennial Center Park.

**Goals Met:** City Services & Quality of Life

### ESTIMATED FUNDING SCHEDULE:

|                                  | Prior Funding | 2014       | 2015 | 2016 | 2017 | 2018 | TOTAL   |
|----------------------------------|---------------|------------|------|------|------|------|---------|
| <b>Design and CM:</b>            | \$ -          | \$ -       | \$ - | \$ - | \$ - | \$ - | -       |
| <b>Land Acquisition:</b>         | -             | -          | -    | -    | -    | -    | -       |
| <b>Construction:</b>             | -             | 100,000    | -    | -    | -    | -    | 100,000 |
| <b>Subtotal</b>                  | \$ -          | \$ 100,000 | \$ - | \$ - | \$ - | \$ - | 100,000 |
| <b>Funds from other Sources:</b> | -             | -          | -    | -    | -    | -    | -       |
| <b>Funding:</b>                  | \$ -          | \$ 100,000 | \$ - | \$ - | \$ - | \$ - | 100,000 |

**City total portion**

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

**Annual O&M Impacts:** This is covered by annual maintenance appropriation for the Park.

### PROJECT LOCATION:





## 2014-2018 Capital Improvement Program

**Project Name:** City Wide Neighborhood Park Improvements

**Project Type:** Parks and Trails

First Shown in CIP: 2013

Council District: All

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

**Goals Met:** City Services & Quality of Life

### ESTIMATED FUNDING SCHEDULE:

|                                  | Prior Funding | 2014       | 2015       | 2016       | 2017       | 2018       | TOTAL        |
|----------------------------------|---------------|------------|------------|------------|------------|------------|--------------|
| <b>Design and CM:</b>            | \$ -          | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | -            |
| <b>Land Acquisition:</b>         | -             | -          | -          | -          | -          | -          | -            |
| <b>Construction:</b>             | 500,000       | 400,000    | 400,000    | 150,000    | 150,000    | 150,000    | 1,750,000    |
| <b>Subtotal</b>                  | \$ 500,000    | \$ 400,000 | \$ 400,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 1,750,000 |
| <b>Funds from other Sources:</b> | -             | -          | -          | -          | -          | -          | -            |

**Funding:** \$ 500,000 \$ 400,000 \$ 400,000 \$ 150,000 \$ 150,000 \$ 150,000 \$ 1,750,000  
**City total portion**

|                               |              |
|-------------------------------|--------------|
| Total Design & CM Costs:      | \$ -         |
| Total Land Acquisition Costs: | \$ -         |
| Total Construction Costs:     | \$ 1,750,000 |
| Total City Project Costs:     | \$ 1,750,000 |

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

### PROJECT LOCATION:





## 2014-2018 Capital Improvement Program

**Project Name:** Regional Park Contribution

**Project Type:** Parks and Trails

First Shown in CIP: 2012

Council District: All

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

**Goals Met:** City Services and Quality of Life

### ESTIMATED FUNDING SCHEDULE:

|                                  | Prior Funding | 2014       | 2015 | 2016       | 2017       | 2018       | TOTAL        |
|----------------------------------|---------------|------------|------|------------|------------|------------|--------------|
| <b>Design and CM:</b>            | \$ -          | \$ -       | \$ - | \$ -       | \$ -       | \$ -       | -            |
| <b>Land Acquisition:</b>         | -             | -          | -    | -          | -          | -          | -            |
| <b>Construction:</b>             | 750,000       | 200,000    | -    | 150,000    | 150,000    | 150,000    | 1,400,000    |
| <b>Subtotal</b>                  | \$ 750,000    | \$ 200,000 | \$ - | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 1,400,000 |
| <b>Funds from other Sources:</b> | -             | -          | -    | -          | -          | -          | -            |
|                                  | -             | -          | -    | -          | -          | -          | -            |

**Funding:** \$ 750,000 \$ 200,000 \$ - \$ 150,000 \$ 150,000 \$ 150,000 \$ 1,400,000

**City total portion**

|                               |              |
|-------------------------------|--------------|
| Total Design & CM Costs:      | \$ -         |
| Total Land Acquisition Costs: | \$ -         |
| Total Construction Costs:     | \$ 1,400,000 |
| Total City Project Costs:     | \$ 1,400,000 |

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

### PROJECT LOCATION:







## 2014-2018 Capital Improvement Program

**Project Name:** Arapahoe Park and Recreation District Projects

**Project Type:** Parks and Trails

First Shown in CIP: 2011

Council District: 3 & 4

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

**Goals Met:** City Services & Quality of Life

### ESTIMATED FUNDING SCHEDULE:

|                                  | Prior Funding | 2014       | 2015       | 2016       | 2017       | 2018       | TOTAL        |
|----------------------------------|---------------|------------|------------|------------|------------|------------|--------------|
| <b>Design and CM:</b>            | \$ -          | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | -            |
| <b>Land Acquisition:</b>         | -             | -          | -          | -          | -          | -          | -            |
| <b>Construction:</b>             | 725,000       | 150,000    | 150,000    | 150,000    | 150,000    | 150,000    | 1,475,000    |
| <b>Subtotal</b>                  | \$ 725,000    | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 150,000 | \$ 1,475,000 |
| <b>Funds from other Sources:</b> | -             | -          | -          | -          | -          | -          | -            |
|                                  | -             | -          | -          | -          | -          | -          | -            |

**Funding:** \$ 725,000 \$ 150,000 \$ 150,000 \$ 150,000 \$ 150,000 \$ 150,000 \$ 1,475,000

**City total portion**

|                               |              |
|-------------------------------|--------------|
| Total Design & CM Costs:      | \$ -         |
| Total Land Acquisition Costs: | \$ -         |
| Total Construction Costs:     | \$ 1,475,000 |
| Total City Project Costs:     | \$ 1,475,000 |

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

### PROJECT LOCATION:





## 2014-2018 Capital Improvement Program

**Project Name:** South Suburban Park & Recreation District Projects

**Project Type:** Parks and Trails

First Shown in CIP: 2011

Council District: 1 & 2

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

**Goals Met:** City Services, Quality of Life, Environment

### ESTIMATED FUNDING SCHEDULE:

|                                  | Prior Funding | 2014       | 2015       | 2016       | 2017       | 2018       | TOTAL        |
|----------------------------------|---------------|------------|------------|------------|------------|------------|--------------|
| <b>Design and CM:</b>            | \$ -          | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | -            |
| <b>Land Acquisition:</b>         | -             | -          | -          | -          | -          | -          | -            |
| <b>Construction:</b>             | 1,288,666     | 500,000    | 500,000    | 450,000    | 450,000    | 450,000    | 3,638,666    |
| <b>Subtotal</b>                  | \$ 1,288,666  | \$ 500,000 | \$ 500,000 | \$ 450,000 | \$ 450,000 | \$ 450,000 | \$ 3,638,666 |
| <b>Funds from other Sources:</b> | -             | -          | -          | -          | -          | -          | -            |
|                                  | -             | -          | -          | -          | -          | -          | -            |

**Funding:** \$ 1,288,666 \$ 500,000 \$ 500,000 \$ 450,000 \$ 450,000 \$ 450,000 \$ 3,638,666

**City total portion**

|                               |              |
|-------------------------------|--------------|
| Total Design & CM Costs:      | \$ -         |
| Total Land Acquisition Costs: | \$ -         |
| Total Construction Costs:     | \$ 3,638,666 |
| Total City Project Costs:     | \$ 3,638,666 |

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

### PROJECT LOCATION:







## 2014-2018 Capital Improvement Program

**Project Name:** Lone Tree Creek Trail and Park Improvements

**Project Type:** Parks and Trails

First Shown in CIP: 2011

Council District: All

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

**Goals Met:** City Services & Quality of Life

### ESTIMATED FUNDING SCHEDULE:

|                                  | Prior Funding | 2014       | 2015 | 2016 | 2017 | 2018 | TOTAL   |
|----------------------------------|---------------|------------|------|------|------|------|---------|
| <b>Design and CM:</b>            | \$ 100,000    | \$ -       | \$ - | \$ - | \$ - | \$ - | 100,000 |
| <b>Land Acquisition:</b>         | -             | -          | -    | -    | -    | -    | -       |
| <b>Construction:</b>             | 300,000       | 200,000    | -    | -    | -    | -    | 500,000 |
| <b>Subtotal</b>                  | \$ 400,000    | \$ 200,000 | \$ - | \$ - | \$ - | \$ - | 600,000 |
| <b>Funds from other Sources:</b> | -             | -          | -    | -    | -    | -    | -       |

**Funding:** \$ 400,000 \$ 200,000 \$ - \$ - \$ - \$ - \$ 600,000

**City total portion**

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

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

### PROJECT LOCATION:

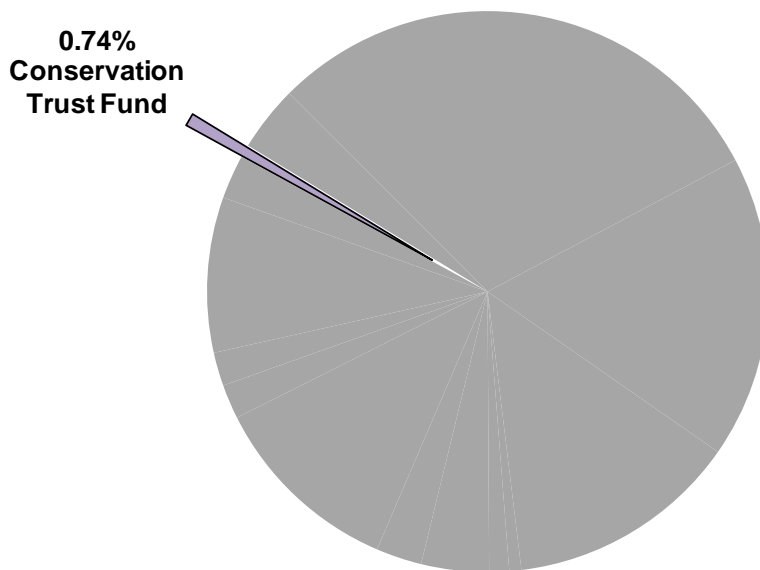


## CONSERVATION TRUST FUND



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

### 2014 Expenditures Conservation Trust Fund



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

### Conservation Trust Fund Budget Summary by Budget Category

|                           | 2012<br>Actual    | 2013<br>Adopted     | 2013<br>Revised     | 2014<br>Adopted   | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg         |
|---------------------------|-------------------|---------------------|---------------------|-------------------|---|---------------|
| Personnel Services        | \$ -              | \$ -                | \$ -                | \$ -              | \$ -                                    | -             |
| Contracted Services       | -                 | -                   | -                   | -                 | -                                       | -             |
| Other Services & Supplies | 128,372           | 135,500             | 135,500             | 152,500           | 17,000                                  | 12.5%         |
| Capital Outlay            | 83,731            | 1,250,000           | 1,901,993           | 400,000           | (850,000)                               | -68.0%        |
| <b>TOTAL</b>              | <b>\$ 212,103</b> | <b>\$ 1,385,500</b> | <b>\$ 2,037,493</b> | <b>\$ 552,500</b> | <b>\$ (833,000)</b>                     | <b>-60.1%</b> |



## 2014-2018 Capital Improvement Program

**Project Name:** Park Maintenance

**Project Type:** Parks and Trails

First Shown in CIP: 2011

Council District: All

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

**Goals Met:** City Services, Quality of Life

### ESTIMATED FUNDING SCHEDULE:

|                                  | Prior Funding | 2014       | 2015       | 2016       | 2017       | 2018       | TOTAL        |
|----------------------------------|---------------|------------|------------|------------|------------|------------|--------------|
| <b>Design and CM:</b>            | \$ -          | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | -            |
| <b>Land Acquisition:</b>         | -             | -          | -          | -          | -          | -          | -            |
| <b>Construction:</b>             | 277,006       | 152,500    | 155,000    | 170,000    | 180,000    | 190,000    | 1,124,506    |
| <b>Subtotal</b>                  | \$ 277,006    | \$ 152,500 | \$ 155,000 | \$ 170,000 | \$ 180,000 | \$ 190,000 | \$ 1,124,506 |
| <b>Funds from other Sources:</b> | -             | -          | -          | -          | -          | -          | -            |
|                                  | -             | -          | -          | -          | -          | -          | -            |

**Funding:** \$ - \$ - \$ - \$ - \$ - \$ - \$ 1,124,506

**City total portion**

|                               |              |
|-------------------------------|--------------|
| Total Design & CM Costs:      | \$ -         |
| Total Land Acquisition Costs: | \$ -         |
| Total Construction Costs:     | \$ 1,124,506 |
| Total City Project Costs:     | \$ 1,124,506 |

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

### PROJECT LOCATION:





## 2014-2018 Capital Improvement Program

**Project Name:** Capital Outlay

**Project Type:** Parks and Trails

First Shown in CIP: 2013

Council District: All

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

**Goals Met:** City Services, Quality of Life

### ESTIMATED FUNDING SCHEDULE:

|                                  | Prior Funding | 2014       | 2015       | 2016 | 2017 | 2018 | TOTAL     |
|----------------------------------|---------------|------------|------------|------|------|------|-----------|
| <b>Design and CM:</b>            | \$ -          | \$ -       | \$ -       | \$ - | \$ - | \$ - | -         |
| <b>Land Acquisition:</b>         | -             | -          | -          | -    | -    | -    | -         |
| <b>Construction:</b>             | 1,250,000     | 300,000    | 250,000    | -    | -    | -    | 1,800,000 |
| <b>Subtotal</b>                  | \$ 1,250,000  | \$ 300,000 | \$ 250,000 | \$ - | \$ - | \$ - | 1,800,000 |
| <b>Funds from other Sources:</b> | -             | -          | -          | -    | -    | -    | -         |
|                                  | -             | -          | -          | -    | -    | -    | -         |

**Funding:** \$ - \$ - \$ - \$ - \$ - \$ - \$ 1,800,000

**City total portion**

|                               |              |
|-------------------------------|--------------|
| Total Design & CM Costs:      | \$ -         |
| Total Land Acquisition Costs: | \$ -         |
| Total Construction Costs:     | \$ 1,800,000 |
| Total City Project Costs:     | \$ 1,800,000 |

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

### PROJECT LOCATION:





## 2014-2018 Capital Improvement Program

**Project Name:** Multi-Use Trails

**Project Type:** Parks and Trails

First Shown in CIP: 2014

Council District: All

**Project Description:** This program provides construction of multi-use urban trails along major roadway corridors.

**Goals Met:** City Services & Quality of Life

### ESTIMATED FUNDING SCHEDULE:

|                                  | Prior Funding | 2014       | 2015      | 2016       | 2017       | 2018       | TOTAL        |
|----------------------------------|---------------|------------|-----------|------------|------------|------------|--------------|
| <b>Design and CM:</b>            | \$ -          | \$ -       | \$ -      | \$ -       | \$ -       | \$ -       | -            |
| <b>Land Acquisition:</b>         | -             | -          | -         | -          | -          | -          | -            |
| <b>Construction:</b>             | -             | 100,000    | 90,000    | 300,000    | 300,000    | 300,000    | 1,090,000    |
| <b>Subtotal</b>                  | \$ -          | \$ 100,000 | \$ 90,000 | \$ 300,000 | \$ 300,000 | \$ 300,000 | \$ 1,090,000 |
| <b>Funds from other Sources:</b> | -             | -          | -         | -          | -          | -          | -            |
|                                  | -             | -          | -         | -          | -          | -          | -            |

**Funding:** \$ - \$ 100,000 \$ 90,000 \$ 300,000 \$ 300,000 \$ 300,000 \$ 1,090,000

**City total portion**

|                               |              |
|-------------------------------|--------------|
| Total Design & CM Costs:      | \$ -         |
| Total Land Acquisition Costs: | \$ -         |
| Total Construction Costs:     | \$ 1,090,000 |
| Total City Project Costs:     | \$ 1,090,000 |

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

### PROJECT LOCATION:

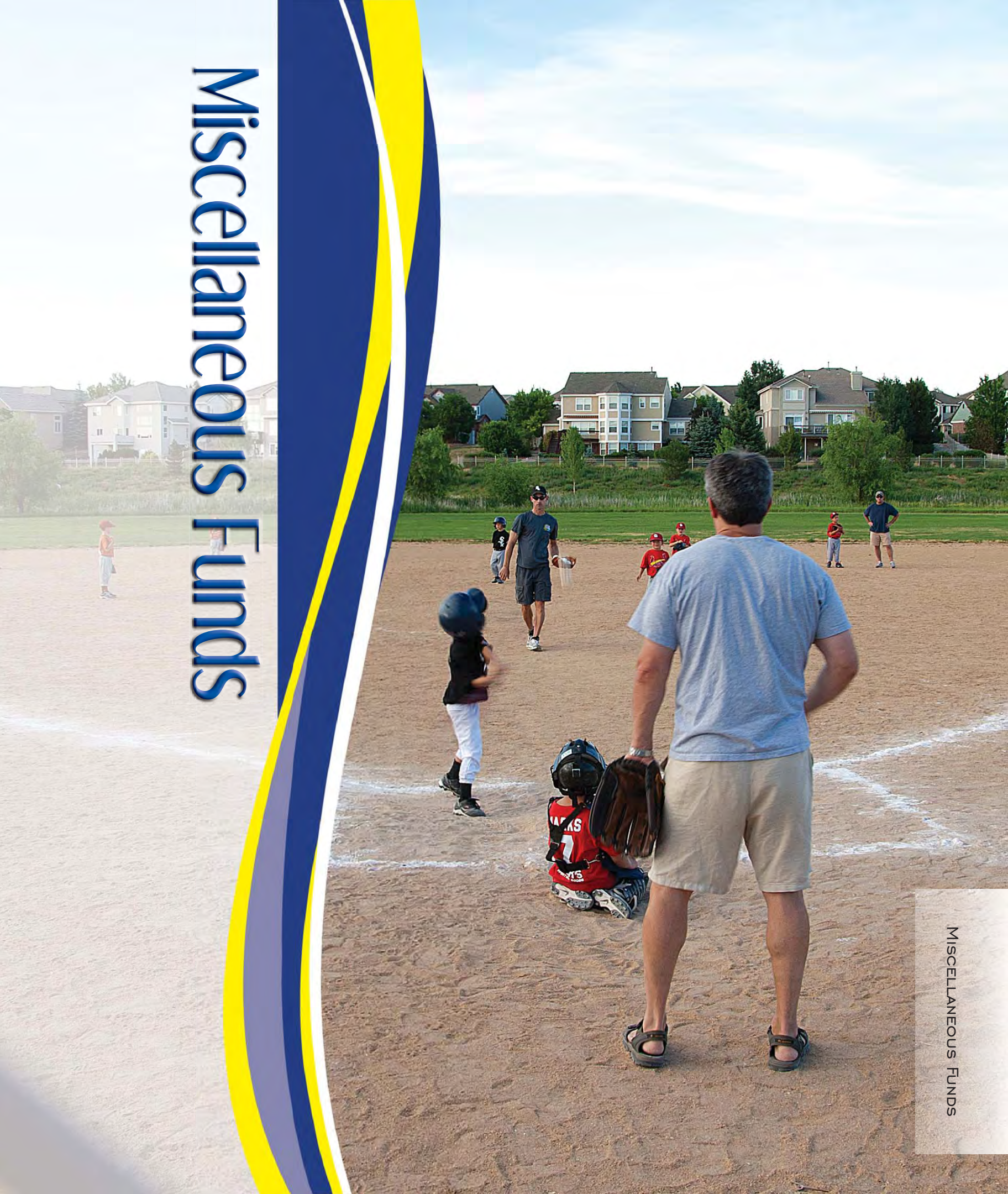




This Page Intentionally Left Blank



# Miscellaneous Funds







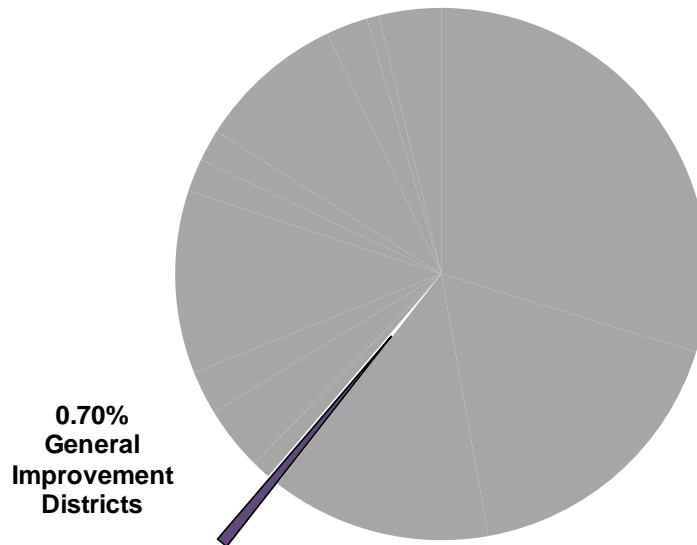
## GENERAL IMPROVEMENT DISTRICTS

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

**2013 Uses:** Antelope GID revenues are used for debt service. The other three districts have used the funds for retaining wall reconstruction, fence repair and replacement, and landscaping.

**2014 Planning:** Antelope GID will again be used only for debt service. The other three districts will use revenues for general landscape and irrigation maintenance, fence repair or replacement, and other uses permitted by the founding documents for each GID.

### 2014 Expenditures General Improvement Districts



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

### General Improvement District Fund Summary Budget Summary by Budget Category

|                           | 2012<br>Actual    | 2013<br>Adopted   | 2013<br>Revised   | 2014<br>Adopted   | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg       |
|---------------------------|-------------------|-------------------|-------------------|-------------------|---|-------------|
| Personnel Services        | \$ -              | \$ -              | \$ -              | \$ -              | -                                       | -           |
| Contracted Services       | 99,764            | 199,122           | 199,122           | 219,122           | 20,000                                  | 10.0%       |
| Other Services & Supplies | 237,731           | 304,689           | 304,675           | 301,708           | (2,981)                                 | -1.0%       |
| Capital Outlay            | -                 | -                 | -                 | -                 | -                                       | -           |
| <b>TOTAL</b>              | <b>\$ 337,495</b> | <b>\$ 503,811</b> | <b>\$ 503,797</b> | <b>\$ 520,830</b> | <b>\$ 17,019</b>                        | <b>3.4%</b> |



**City of Centennial**  
**General Improvement District Funds Summary**  
**2012 - 2014 Summary of Revenues, Expenditures & Other Uses**

|   | 2012<br>Actual     | 2013<br>Adopted     | 2013<br>Revised     | 2014<br>Adopted     | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg         |
|---|--------------------|---------------------|---------------------|---------------------|---|---------------|
| <b>REVENUES</b>                           |                    |                     |                     |                     |   |               |
| Property Tax                              | \$ 261,150         | \$ 359,095          | \$ 358,094          | \$ 356,380          | \$ (2,715)                              | -0.8%         |
| Specific Ownership                        | 16,874             | 16,022              | 16,022              | 16,022              | -                                       | 0.0%          |
| Investment Income                         | 1,828              | 1,670               | 1,200               | 1,110               | (560)                                   | -33.5%        |
| Miscellaneous Revenue                     | 198                | -                   | -                   | -                   | -                                       | -             |
| <b>TOTAL REVENUES</b>                     | <b>\$ 280,050</b>  | <b>\$ 376,787</b>   | <b>\$ 375,316</b>   | <b>\$ 373,512</b>   | <b>\$ (3,275)</b>                       | <b>-0.9%</b>  |
| <b>EXPENDITURES</b>                       |                    |                     |                     |                     |   |               |
| <b>Contracted Services:</b>               |                    |                     |                     |                     |   |               |
| General                                   | \$ 99,764          | \$ 199,122          | \$ 199,122          | \$ 219,122          | \$ 20,000                               | 10.0%         |
| <b>Subtotal - Contracted Services</b>     | <b>\$ 99,764</b>   | <b>\$ 199,122</b>   | <b>\$ 199,122</b>   | <b>\$ 219,122</b>   | <b>\$ 20,000</b>                        | <b>10.0%</b>  |
| <b>Other Services &amp; Supplies:</b>     |                    |                     |                     |                     |   |               |
| Revenue Collection Services:              |                    |                     |                     |                     |   |               |
| County Treasurer's Fee                    | \$ 3,918           | \$ 5,386            | \$ 5,372            | \$ 5,346            | \$ (40)                                 | -0.7%         |
| Utilities                                 | 15,414             | 10,000              | 10,000              | 10,000              | -                                       | 0.0%          |
| Debt Service:                             |                    |                     |                     |                     |   |               |
| Principal                                 | 65,000             | 70,000              | 70,000              | 70,000              | -                                       | 0.0%          |
| Interest                                  | 137,521            | 134,707             | 134,707             | 131,766             | (2,941)                                 | -2.2%         |
| Miscellaneous                             | 15,878             | 84,596              | 84,596              | 84,596              | -                                       | 0.0%          |
| <b>Subtotal - Other Serv. &amp; Supp.</b> | <b>\$ 237,731</b>  | <b>\$ 304,689</b>   | <b>\$ 304,675</b>   | <b>\$ 301,708</b>   | <b>\$ (2,981)</b>                       | <b>-1.0%</b>  |
| <b>TOTAL EXPENDITURES</b>                 | <b>\$ 337,495</b>  | <b>\$ 503,811</b>   | <b>\$ 503,797</b>   | <b>\$ 520,830</b>   | <b>\$ 17,019</b>                        | <b>3.4%</b>   |
| <b>REVENUES (UNDER) EXPENDITURES</b>      | <b>\$ (57,445)</b> | <b>\$ (127,024)</b> | <b>\$ (128,481)</b> | <b>\$ (147,318)</b> | <b>\$ (20,294)</b>                      | <b>-16.0%</b> |
| <b>OTHER FINANCING USES</b>               |                    |                     |                     |                     |   |               |
| Use of Prior Year Fund Balance            | \$ -               | \$ (1,075)          | \$ (492,887)        | \$ -                | \$ 1,075                                | 100.0%        |
| <b>TOTAL OTHER FINANCING USES</b>         | <b>\$ -</b>        | <b>\$ (1,075)</b>   | <b>\$ (492,887)</b> | <b>\$ -</b>         | <b>\$ 1,075</b>                         | <b>100.0%</b> |
| <b>NET CHANGE IN FUND BALANCE</b>         | <b>\$ (57,445)</b> | <b>\$ (128,099)</b> | <b>\$ (621,368)</b> | <b>\$ (147,318)</b> | <b>\$ (19,219)</b>                      | <b>-15.0%</b> |
| <b>FUND BALANCE -</b>                     |                    |                     |                     |                     |   |               |
| <b>BEGINNING OF YEAR</b>                  | <b>\$ 826,131</b>  | <b>\$ 128,099</b>   | <b>\$ 768,686</b>   | <b>\$ 147,318</b>   | <b>\$ 19,219</b>                        | <b>15.0%</b>  |
| <b>FUND BALANCE - END OF YEAR</b>         | <b>\$ 768,686</b>  | <b>\$ -</b>         | <b>\$ 147,318</b>   | <b>\$ -</b>         | <b>\$ -</b>                             | <b>-</b>      |

**City of Centennial**  
**General Improvement District Fund Summary**  
**2012 - 2014 Reserves**

|                            | 2012<br>Actual    | 2013<br>Adopted | 2013<br>Revised   | 2014<br>Adopted |
|----------------------------|-------------------|-----------------|-------------------|-----------------|
| <b>Restricted</b>          |                   |                 |                   |                 |
| TABOR Emergency Reserves   | \$ 11,646         | \$ 15,114       | \$ 15,114         | \$ 15,078       |
| District Infrastructure    | 757,040           | -               | 132,204           | -               |
| <b>Unassigned</b>          | <b>-</b>          | <b>(15,114)</b> | <b>-</b>          | <b>(15,078)</b> |
| <b>TOTAL FUND RESERVES</b> | <b>\$ 768,686</b> | <b>\$ -</b>     | <b>\$ 147,318</b> | <b>\$ -</b>     |



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

|   | 2012<br>Actual    | 2013<br>Adopted   | 2013<br>Revised    | 2014<br>Adopted    | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg           |
|---|-------------------|-------------------|--------------------|--------------------|---|-----------------|
| <b>REVENUES</b>                                 |                   |                   |                    |                    |   |                 |
| Property Tax                                    | \$ 44,658         | \$ 47,299         | \$ 46,300          | \$ 48,036          | \$ 737                                  | 1.6%            |
| Specific Ownership                              | 2,888             | 2,707             | 2,707              | 2,707              | -                                       | 0.0%            |
| Investment Income                               | 228               | 200               | 200                | 170                | (30)                                    | -15.0%          |
| <b>TOTAL REVENUES</b>                           | <b>\$ 47,774</b>  | <b>\$ 50,206</b>  | <b>\$ 49,207</b>   | <b>\$ 50,913</b>   | <b>\$ 707</b>                           | <b>1.4%</b>     |
| <b>EXPENDITURES</b>                             |                   |                   |                    |                    |   |                 |
| Contracted Services:                            |                   |                   |                    |                    |   |                 |
| General   | \$ 18,503         | \$ 19,122         | \$ 19,122          | \$ 39,122          | \$ 20,000                               | 104.6%          |
| <b>Subtotal - Contracted Services</b>           | <b>\$ 18,503</b>  | <b>\$ 19,122</b>  | <b>\$ 19,122</b>   | <b>\$ 39,122</b>   | <b>\$ 20,000</b>                        | <b>104.6%</b>   |
| Other Services & Supplies:                      |                   |                   |                    |                    |   |                 |
| Revenue Collection Services:                    |                   |                   |                    |                    |   |                 |
| County Treasurer's Fee                          | \$ 670            | \$ 709            | \$ 695             | \$ 721             | \$ 12                                   | 1.7%            |
| Utilities                                       | 11,602            | 8,000             | 8,000              | 8,000              | -                                       | 0.0%            |
| Miscellaneous                                   | 2,500             | 21,300            | 21,300             | 21,300             | -                                       | 0.0%            |
| <b>Subtotal - Other Services &amp; Supplies</b> | <b>\$ 14,772</b>  | <b>\$ 30,009</b>  | <b>\$ 29,995</b>   | <b>\$ 30,021</b>   | <b>\$ 12</b>                            | <b>0.0%</b>     |
| <b>TOTAL EXPENDITURES</b>                       | <b>\$ 33,275</b>  | <b>\$ 49,131</b>  | <b>\$ 49,117</b>   | <b>\$ 69,143</b>   | <b>\$ 20,012</b>                        | <b>40.7%</b>    |
| <b>REVENUES OVER (UNDER)<br/>EXPENDITURES</b>   | <b>\$ 14,499</b>  | <b>\$ 1,075</b>   | <b>\$ 90</b>       | <b>\$ (18,230)</b> | <b>\$ (19,305)</b>                      | <b>-1795.8%</b> |
| <b>OTHER FINANCING USES</b>                     |                   |                   |                    |                    |   |                 |
| Use of Prior Year Fund Balance                  | \$ -              | \$ (1,075)        | \$ (94,096)        | \$ -               | \$ 1,075                                | 100.0%          |
| <b>TOTAL OTHER FINANCING USES</b>               | <b>\$ -</b>       | <b>\$ (1,075)</b> | <b>\$ (94,096)</b> | <b>\$ -</b>        | <b>\$ 1,075</b>                         | <b>100.0%</b>   |
| <b>NET CHANGE IN FUND BALANCE</b>               | <b>\$ 14,499</b>  | <b>\$ -</b>       | <b>\$ (94,006)</b> | <b>\$ (18,230)</b> | <b>\$ (18,230)</b>                      | <b>-</b>        |
| <b>FUND BALANCE - BEGINNING OF YEAR</b>         | <b>\$ 97,737</b>  | <b>\$ -</b>       | <b>\$ 112,236</b>  | <b>\$ 18,230</b>   | <b>\$ 18,230</b>                        | <b>-</b>        |
| <b>FUND BALANCE - END OF YEAR</b>               | <b>\$ 112,236</b> | <b>\$ -</b>       | <b>\$ 18,230</b>   | <b>\$ -</b>        | <b>\$ -</b>                             | <b>-</b>        |

**Cherry Park  
General Improvement District  
2012 - 2014 Reserves**

|                            | 2012<br>Actual    | 2013<br>Adopted | 2013<br>Revised  | 2014<br>Adopted |
|----------------------------|-------------------|-----------------|------------------|-----------------|
| <b>Restricted</b>          |                   |                 |                  |                 |
| TABOR Emergency Reserves   | \$ 1,433          | \$ 1,474        | \$ 1,474         | \$ 1,527        |
| District Infrastructure    | 110,803           | -               | 16,756           | -               |
| <b>Unassigned</b>          | <b>-</b>          | <b>(1,474)</b>  | <b>-</b>         | <b>(1,527)</b>  |
| <b>TOTAL FUND RESERVES</b> | <b>\$ 112,236</b> | <b>\$ -</b>     | <b>\$ 18,230</b> | <b>\$ -</b>     |



**Foxridge General Improvement District  
Fund Budget Detail**

|   | 2012<br>Actual     | 2013<br>Adopted    | 2013<br>Revised     | 2014<br>Adopted    | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg        |
|---|--------------------|--------------------|---------------------|--------------------|---|--------------|
| <b>REVENUES</b>                                 |                    |                    |                     |                    |   |              |
| Property Tax                                    | \$ 51,367          | \$ 51,302          | \$ 51,302           | \$ 54,549          | \$ 3,247                                | 6.3%         |
| Specific Ownership                              | 3,318              | 3,125              | 3,125               | 3,125              | -                                       | 0.0%         |
| Investment Income                               | 405                | 365                | 250                 | 235                | (130)                                   | -35.6%       |
| <b>TOTAL REVENUES</b>                           | <b>\$ 55,090</b>   | <b>\$ 54,792</b>   | <b>\$ 54,677</b>    | <b>\$ 57,909</b>   | <b>\$ 3,117</b>                         | <b>5.7%</b>  |
| <b>EXPENDITURES</b>                             |                    |                    |                     |                    |   |              |
| Contracted Services:                            |                    |                    |                     |                    |   |              |
| General   | \$ 64,470          | \$ 80,000          | \$ 80,000           | \$ 80,000          | \$ -                                    | 0.0%         |
| <b>Subtotal - Contracted Services</b>           | <b>\$ 64,470</b>   | <b>\$ 80,000</b>   | <b>\$ 80,000</b>    | <b>\$ 80,000</b>   | <b>\$ -</b>                             | <b>0.0%</b>  |
| Other Services & Supplies:                      |                    |                    |                     |                    |   |              |
| Revenue Collection Services:                    |                    |                    |                     |                    |   |              |
| County Treasurer's Fee                          | \$ 771             | \$ 770             | \$ 770              | \$ 818             | \$ 48                                   | 6.2%         |
| Utilities                                       | 2,765              | 1,000              | 1,000               | 1,000              | -                                       | 0.0%         |
| Miscellaneous                                   | 4,506              | 27,464             | 27,464              | 27,464             | -                                       | 0.0%         |
| <b>Subtotal - Other Services &amp; Supplies</b> | <b>\$ 8,042</b>    | <b>\$ 29,234</b>   | <b>\$ 29,234</b>    | <b>\$ 29,282</b>   | <b>\$ 48</b>                            | <b>0.2%</b>  |
| <b>TOTAL EXPENDITURES</b>                       | <b>\$ 72,512</b>   | <b>\$ 109,234</b>  | <b>\$ 109,234</b>   | <b>\$ 109,282</b>  | <b>\$ 48</b>                            | <b>0.0%</b>  |
| <b>REVENUES OVER (UNDER)<br/>EXPENDITURES</b>   | <b>\$ (17,422)</b> | <b>\$ (54,442)</b> | <b>\$ (54,557)</b>  | <b>\$ (51,373)</b> | <b>\$ 3,069</b>                         | <b>5.6%</b>  |
| <b>OTHER FINANCING USES</b>                     |                    |                    |                     |                    |   |              |
| Use of Prior Year Fund Balance                  | \$ -               | \$ -               | \$ (54,171)         | \$ -               | \$ -                                    | -            |
| <b>TOTAL OTHER FINANCING USES</b>               | <b>\$ -</b>        | <b>\$ -</b>        | <b>\$ (54,171)</b>  | <b>\$ -</b>        | <b>\$ -</b>                             | <b>-</b>     |
| <b>NET CHANGE IN FUND BALANCE</b>               | <b>\$ (17,422)</b> | <b>\$ (54,442)</b> | <b>\$ (108,728)</b> | <b>\$ (51,373)</b> | <b>\$ 3,069</b>                         | <b>5.6%</b>  |
| <b>FUND BALANCE - BEGINNING OF YEAR</b>         | <b>\$ 177,523</b>  | <b>\$ 54,442</b>   | <b>\$ 160,101</b>   | <b>\$ 51,373</b>   | <b>\$ (3,069)</b>                       | <b>-5.6%</b> |
| <b>FUND BALANCE - END OF YEAR</b>               | <b>\$ 160,101</b>  | <b>\$ -</b>        | <b>\$ 51,373</b>    | <b>\$ -</b>        | <b>\$ -</b>                             | <b>-</b>     |

**Foxridge  
General Improvement District  
2012 - 2014 Reserves**

|                            | 2012<br>Actual    | 2013<br>Adopted | 2013<br>Revised  | 2014<br>Adopted |
|----------------------------|-------------------|-----------------|------------------|-----------------|
| <b>Restricted</b>          |                   |                 |                  |                 |
| TABOR Emergency Reserves   | \$ 1,653          | \$ 3,277        | \$ 3,277         | \$ 3,278        |
| District Infrastructure    | 158,448           | -               | 48,096           | -               |
| <b>Unassigned</b>          | <b>-</b>          | <b>(3,277)</b>  | <b>-</b>         | <b>(3,278)</b>  |
| <b>TOTAL FUND RESERVES</b> | <b>\$ 160,101</b> | <b>\$ -</b>     | <b>\$ 51,373</b> | <b>\$ -</b>     |



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

|   | 2012<br>Actual    | 2013<br>Adopted    | 2013<br>Revised     | 2014<br>Adopted    | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg        |
|---|-------------------|--------------------|---------------------|--------------------|---|--------------|
| <b>REVENUES</b>                                 |                   |                    |                     |                    |   |              |
| Property Tax                                    | \$ 69,739         | \$ 69,750          | \$ 69,748           | \$ 71,331          | \$ 1,581                                | 2.3%         |
| Specific Ownership                              | 4,507             | 4,250              | 4,250               | 4,250              | -                                       | 0.0%         |
| Investment Income                               | 939               | 825                | 650                 | 640                | (185)                                   | -22.4%       |
| Miscellaneous Revenue                           | 198               | -                  | -                   | -                  | -                                       | -            |
| <b>TOTAL REVENUES</b>                           | <b>\$ 75,383</b>  | <b>\$ 74,825</b>   | <b>\$ 74,648</b>    | <b>\$ 76,221</b>   | <b>\$ 1,396</b>                         | <b>1.9%</b>  |
| <b>EXPENDITURES</b>                             |                   |                    |                     |                    |   |              |
| Contracted Services:                            |                   |                    |                     |                    |   |              |
| General   | \$ 16,791         | \$ 100,000         | \$ 100,000          | \$ 100,000         | \$ -                                    | 0.0%         |
| <b>Subtotal - Contracted Services</b>           | <b>\$ 16,791</b>  | <b>\$ 100,000</b>  | <b>\$ 100,000</b>   | <b>\$ 100,000</b>  | <b>\$ -</b>                             | <b>0.0%</b>  |
| Other Services & Supplies:                      |                   |                    |                     |                    |   |              |
| Revenue Collection Services:                    |                   |                    |                     |                    |   |              |
| County Treasurer's Fee                          | \$ 1,046          | \$ 1,046           | \$ 1,046            | \$ 1,070           | \$ 24                                   | 2.3%         |
| Utilities                                       | 1,047             | 1,000              | 1,000               | 1,000              | -                                       | 0.0%         |
| Miscellaneous                                   | 2,872             | 29,682             | 29,682              | 29,682             | -                                       | 0.0%         |
| <b>Subtotal - Other Services &amp; Supplies</b> | <b>\$ 4,965</b>   | <b>\$ 31,728</b>   | <b>\$ 31,728</b>    | <b>\$ 31,752</b>   | <b>\$ 24</b>                            | <b>0.1%</b>  |
| <b>TOTAL EXPENDITURES</b>                       | <b>\$ 21,756</b>  | <b>\$ 131,728</b>  | <b>\$ 131,728</b>   | <b>\$ 131,752</b>  | <b>\$ 24</b>                            | <b>0.0%</b>  |
| <b>REVENUES OVER (UNDER)<br/>EXPENDITURES</b>   | <b>\$ 53,627</b>  | <b>\$ (56,903)</b> | <b>\$ (57,080)</b>  | <b>\$ (55,531)</b> | <b>\$ 1,372</b>                         | <b>2.4%</b>  |
| <b>OTHER FINANCING USES</b>                     |                   |                    |                     |                    |   |              |
| Use of Prior Year Fund Balance                  | \$ -              | \$ -               | \$ (326,441)        | \$ -               | \$ -                                    | -            |
| <b>TOTAL OTHER FINANCING USES</b>               | <b>\$ -</b>       | <b>\$ -</b>        | <b>\$ (326,441)</b> | <b>\$ -</b>        | <b>\$ -</b>                             | <b>-</b>     |
| <b>NET CHANGE IN FUND BALANCE</b>               | <b>\$ 53,627</b>  | <b>\$ (56,903)</b> | <b>\$ (383,521)</b> | <b>\$ (55,531)</b> | <b>\$ 1,372</b>                         | <b>2.4%</b>  |
| <b>FUND BALANCE - BEGINNING OF YEAR</b>         | <b>\$ 385,425</b> | <b>\$ 56,903</b>   | <b>\$ 439,052</b>   | <b>\$ 55,531</b>   | <b>\$ (1,372)</b>                       | <b>-2.4%</b> |
| <b>FUND BALANCE - END OF YEAR</b>               | <b>\$ 439,052</b> | <b>\$ -</b>        | <b>\$ 55,531</b>    | <b>\$ -</b>        | <b>\$ -</b>                             | <b>-</b>     |

**Walnut Hills  
General Improvement District  
2012 - 2014 Reserves**

|                            | 2012<br>Actual    | 2013<br>Adopted | 2013<br>Revised  | 2014<br>Adopted |
|----------------------------|-------------------|-----------------|------------------|-----------------|
| <b>Restricted</b>          |                   |                 |                  |                 |
| TABOR Emergency Reserves   | \$ 2,261          | \$ 3,952        | \$ 3,952         | \$ 3,953        |
| District Infrastructure    | 436,791           | -               | 51,579           | -               |
| <b>Unassigned</b>          | <b>-</b>          | <b>(3,952)</b>  | <b>-</b>         | <b>(3,953)</b>  |
| <b>TOTAL FUND RESERVES</b> | <b>\$ 439,052</b> | <b>\$ -</b>     | <b>\$ 55,531</b> | <b>\$ -</b>     |





**Antelope General Improvement District  
Fund Budget Detail**

|   | 2012<br>Actual      | 2013<br>Adopted    | 2013<br>Revised    | 2014<br>Adopted    | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg         |
|---|---------------------|--------------------|--------------------|--------------------|---|---------------|
| <b>REVENUES</b>                                 |                     |                    |                    |                    |   |               |
| Property Tax                                    | \$ 95,386           | \$ 190,744         | \$ 190,744         | \$ 182,464         | \$ (8,280)                              | -4.3%         |
| Specific Ownership                              | 6,161               | 5,940              | 5,940              | 5,940              | -                                       | 0.0%          |
| Investment Income                               | 256                 | 280                | 100                | 65                 | (215)                                   | -76.8%        |
| <b>TOTAL REVENUES</b>                           | <b>\$ 101,803</b>   | <b>\$ 196,964</b>  | <b>\$ 196,784</b>  | <b>\$ 188,469</b>  | <b>\$ (8,495)</b>                       | <b>-4.3%</b>  |
| <b>EXPENDITURES</b>                             |                     |                    |                    |                    |   |               |
| Other Services & Supplies:                      |                     |                    |                    |                    |   |               |
| Revenue Collection Services:                    |                     |                    |                    |                    |   |               |
| County Treasurer's Fee                          | \$ 1,431            | \$ 2,861           | \$ 2,861           | \$ 2,737           | \$ (124)                                | -4.3%         |
| Debt Service:                                   |                     |                    |                    |                    |   |               |
| Principal                                       | 65,000              | 70,000             | 70,000             | 70,000             | -                                       | 0.0%          |
| Interest  | 137,521             | 134,707            | 134,707            | 131,766            | (2,941)                                 | -2.2%         |
| Miscellaneous                                   | 6,000               | 6,150              | 6,150              | 6,150              | -                                       | 0.0%          |
| <b>Subtotal - Other Services &amp; Supplies</b> | <b>\$ 209,952</b>   | <b>\$ 213,718</b>  | <b>\$ 213,718</b>  | <b>\$ 210,653</b>  | <b>\$ (3,065)</b>                       | <b>-1.4%</b>  |
| <b>TOTAL EXPENDITURES</b>                       | <b>\$ 209,952</b>   | <b>\$ 213,718</b>  | <b>\$ 213,718</b>  | <b>\$ 210,653</b>  | <b>\$ (3,065)</b>                       | <b>-1.4%</b>  |
| <b>REVENUES OVER (UNDER)<br/>EXPENDITURES</b>   | <b>\$ (108,149)</b> | <b>\$ (16,754)</b> | <b>\$ (16,934)</b> | <b>\$ (22,184)</b> | <b>\$ (5,430)</b>                       | <b>-32.4%</b> |
| <b>OTHER FINANCING USES</b>                     |                     |                    |                    |                    |   |               |
| Use of Prior Year Fund Balance                  | \$ -                | \$ -               | \$ (18,179)        | \$ -               | \$ -                                    | -             |
| <b>TOTAL OTHER FINANCING USES</b>               | <b>\$ -</b>         | <b>\$ -</b>        | <b>\$ (18,179)</b> | <b>\$ -</b>        | <b>\$ -</b>                             | <b>-</b>      |
| <b>NET CHANGE IN FUND BALANCE</b>               | <b>\$ (108,149)</b> | <b>\$ (16,754)</b> | <b>\$ (35,113)</b> | <b>\$ (22,184)</b> | <b>\$ (5,430)</b>                       | <b>-32.4%</b> |
| <b>FUND BALANCE - BEGINNING OF YEAR</b>         | <b>\$ 165,446</b>   | <b>\$ 16,754</b>   | <b>\$ 57,297</b>   | <b>\$ 22,184</b>   | <b>\$ 5,430</b>                         | <b>32.4%</b>  |
| <b>FUND BALANCE - END OF YEAR</b>               | <b>\$ 57,297</b>    | <b>\$ -</b>        | <b>\$ 22,184</b>   | <b>\$ -</b>        | <b>\$ -</b>                             | <b>-</b>      |

**Antelope  
General Improvement District  
2012 - 2014 Reserves**

|                            | 2012<br>Actual   | 2013<br>Adopted | 2013<br>Revised  | 2014<br>Adopted |
|----------------------------|------------------|-----------------|------------------|-----------------|
| <b>Restricted</b>          |                  |                 |                  |                 |
| TABOR Emergency Reserves   | \$ 6,299         | \$ 6,412        | \$ 6,412         | \$ 6,320        |
| District Infrastructure    | 50,998           | -               | 15,772           | -               |
| <b>Unassigned</b>          | <b>-</b>         | <b>(6,412)</b>  | <b>-</b>         | <b>(6,320)</b>  |
| <b>TOTAL FUND RESERVES</b> | <b>\$ 57,297</b> | <b>\$ -</b>     | <b>\$ 22,184</b> | <b>\$ -</b>     |



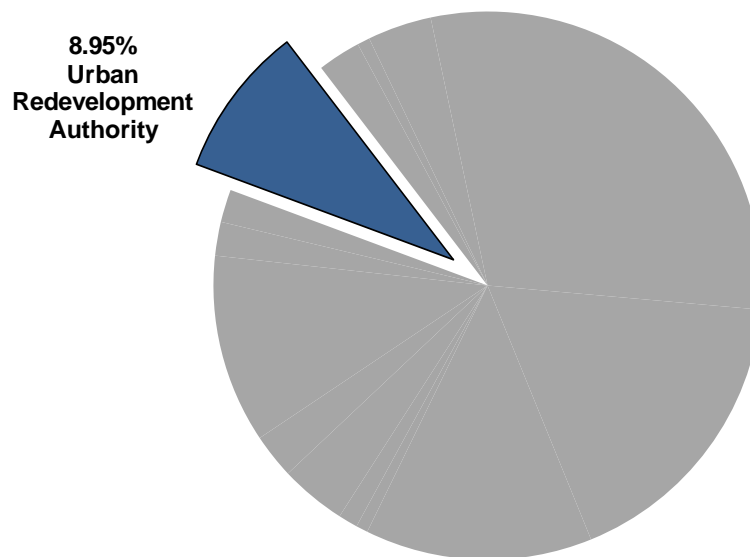
## CENTENNIAL URBAN REDEVELOPMENT AUTHORITY

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

**2013 Uses:** The primary use of CURA funds was the pass-through of property taxes and sales taxes received by the Authority as a result of amounts collected above the base pursuant to the Public Finance Agreement. CURA also receives an annual payment from the Southglenn Metropolitan District for operating costs.

**2014 Planning:** Property tax and sales tax amounts collected above the base are contractually obligated to be passed through to the Southglenn Metropolitan District, as a result of contractual obligations of the Authority. These amounts are also budgeted as revenues for the Authority.

### 2014 Expenditures Centennial Urban Redevelopment Authority



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

#### Centennial Urban Redevelopment Authority Fund Budget Summary by Budget Category

|                           | 2012<br>Actual      | 2013<br>Adopted     | 2013<br>Revised     | 2014<br>Adopted     | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg       |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---|-------------|
| Personnel Services        | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                                    | -           |
| Contracted Services       | -                   | -                   | -                   | -                   | -                                       | -           |
| Other Services & Supplies | 6,085,043           | 6,353,998           | 6,311,074           | 6,676,997           | 322,999                                 | 5.1%        |
| <b>TOTAL</b>              | <b>\$ 6,085,043</b> | <b>\$ 6,353,998</b> | <b>\$ 6,311,074</b> | <b>\$ 6,676,997</b> | <b>\$ 322,999</b>                       | <b>5.1%</b> |



**City of Centennial  
Centennial Urban Redevelopment Authority Fund  
2012 - 2014 Summary of Revenues, Expenditures & Other Uses**

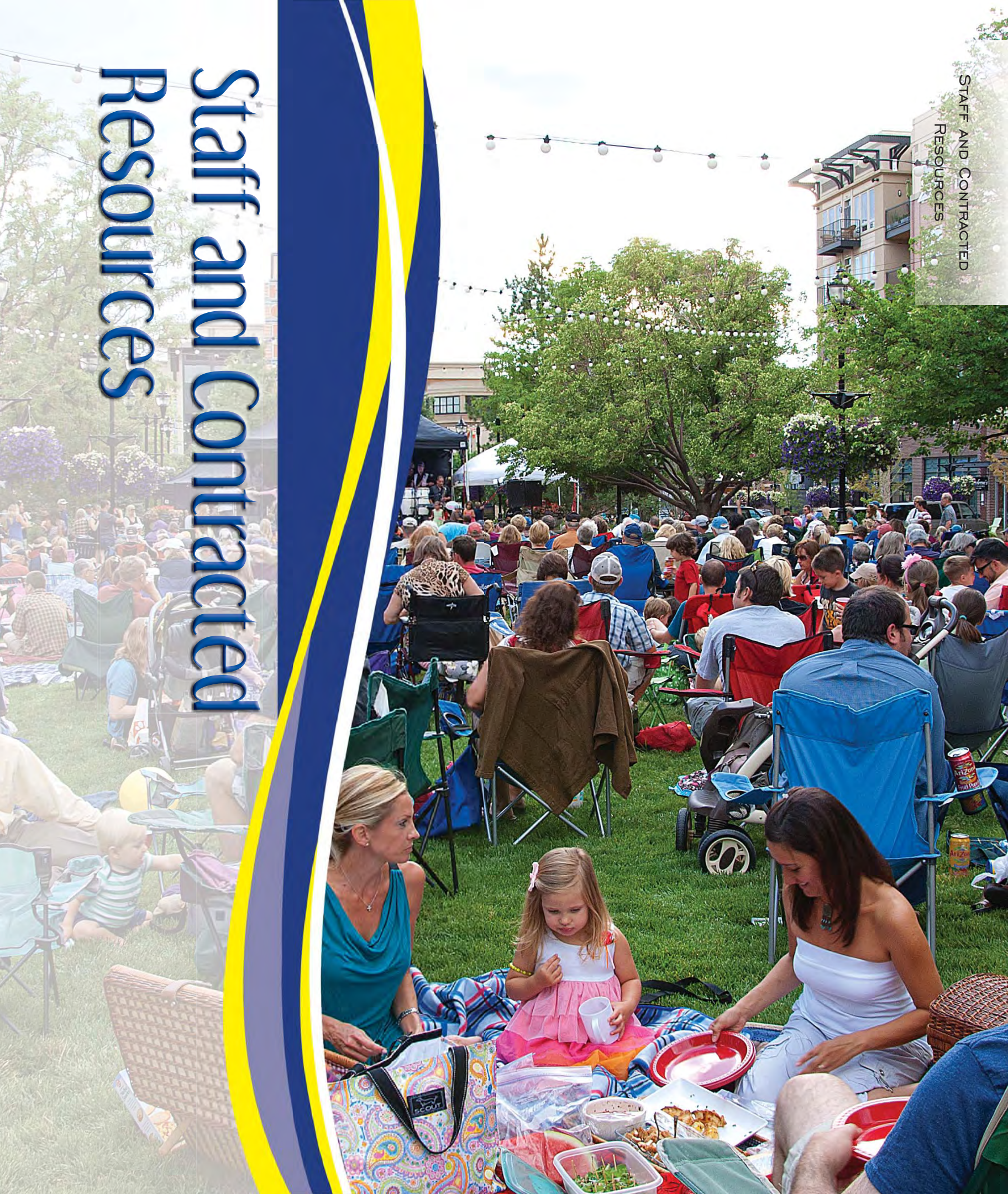
|   | 2012<br>Actual      | 2013<br>Adopted     | 2013<br>Revised     | 2014<br>Adopted     | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg       |
|---|---------------------|---------------------|---------------------|---------------------|---|-------------|
| <b>REVENUES</b>                           |                     |                     |                     |                     |   |             |
| Sales Tax                                 | \$ 513,696          | \$ 726,311          | \$ 755,286          | \$ 1,118,209        | \$ 391,898                              | 54.0%       |
| Property Tax                              | 5,317,414           | 5,477,687           | 5,405,788           | 5,408,788           | (68,899)                                | -1.3%       |
| Construction Funds                        | 242,000             | -                   | -                   | -                   | -                                       | -           |
| Authority Operating Revenue               | 37,361              | 150,000             | 150,000             | 150,000             | -                                       | 0.0%        |
| <b>TOTAL REVENUES</b>                     | <b>\$ 6,110,471</b> | <b>\$ 6,353,998</b> | <b>\$ 6,311,074</b> | <b>\$ 6,676,997</b> | <b>\$ 322,999</b>                       | <b>5.1%</b> |
| <b>EXPENDITURES</b>                       |                     |                     |                     |                     |   |             |
| <b>Other Services &amp; Supplies:</b>     |                     |                     |                     |                     |   |             |
| Sales Tax Sharing Pass-Thru               | \$ 513,696          | \$ 726,311          | \$ 755,286          | \$ 1,118,209        | \$ 391,898                              | 54.0%       |
| Property Tax Pass-Thru                    | 5,291,986           | 5,477,687           | 5,405,788           | 5,408,788           | (68,899)                                | -1.3%       |
| Legal Services - Outside Counsel          | 12,369              | -                   | -                   | -                   | -                                       | -           |
| Construction Services                     | 242,000             | -                   | -                   | -                   | -                                       | -           |
| Miscellaneous                             | 24,992              | 150,000             | 150,000             | 150,000             | -                                       | 0.0%        |
| <b>Subtotal - Other Serv. &amp; Supp.</b> | <b>\$ 6,085,043</b> | <b>\$ 6,353,998</b> | <b>\$ 6,311,074</b> | <b>\$ 6,676,997</b> | <b>\$ 322,999</b>                       | <b>5.1%</b> |
| <b>TOTAL EXPENDITURES</b>                 | <b>\$ 6,085,043</b> | <b>\$ 6,353,998</b> | <b>\$ 6,311,074</b> | <b>\$ 6,676,997</b> | <b>\$ 322,999</b>                       | <b>5.1%</b> |
| <b>REVENUES OVER EXPENDITURES</b>         | <b>\$ 25,428</b>    | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>                             | <b>-</b>    |
| <b>OTHER FINANCING USES</b>               |                     |                     |                     |                     |   |             |
| Use of Prior Year Fund Balance            | \$ -                | \$ -                | \$ (434,747)        | \$ -                | \$ -                                    | -           |
| <b>TOTAL OTHER FINANCING USES</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ (434,747)</b> | <b>\$ -</b>         | <b>\$ -</b>                             | <b>-</b>    |
| <b>NET CHANGE IN FUND BALANCE</b>         | <b>\$ 25,428</b>    | <b>\$ -</b>         | <b>\$ (434,747)</b> | <b>\$ -</b>         | <b>\$ -</b>                             | <b>-</b>    |
| <b>FUND BALANCE -</b>                     |                     |                     |                     |                     |   |             |
| <b>BEGINNING OF YEAR</b>                  | <b>\$ 409,319</b>   | <b>\$ -</b>         | <b>\$ 434,747</b>   | <b>\$ -</b>         | <b>\$ -</b>                             | <b>-</b>    |
| <b>FUND BALANCE - END OF YEAR</b>         | <b>\$ 434,747</b>   | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>                             | <b>-</b>    |

**City of Centennial  
Centennial Urban Redevelopment Authority Fund  
2012 - 2014 Reserves**

|                            | 2012<br>Actual    | 2013<br>Adopted | 2013<br>Revised | 2014<br>Adopted |
|----------------------------|-------------------|-----------------|-----------------|-----------------|
| <b>Restricted</b>          |                   |                 |                 |                 |
| Urban Redevelopment        | \$ 434,747        | \$ -            | \$ -            | \$ -            |
| <b>TOTAL FUND RESERVES</b> | <b>\$ 434,747</b> | <b>\$ -</b>     | <b>\$ -</b>     | <b>\$ -</b>     |



# Staff and Contracted Resources







## STAFF RESOURCES SUMMARY

### Staff Resources Summary by Function

| Department/Division                  | 2012<br>Actual FTE | 2013<br>Revised FTE | 2014<br>Adopted FTE | 2013/2014<br>Difference |
|--------------------------------------|--------------------|---------------------|---------------------|-------------------------|
| <b>General Fund</b>                  |                    |                     |                     |                         |
| Elected Officials                    | -                  | -                   | -                   | -                       |
| City Clerk's Office                  | 3.50               | 3.50                | 3.50                | -                       |
| City Manager's Office                | 8.59               | 12.25               | 12.25               | -                       |
| Economic Development                 | 1.33               | 1.00                | 1.00                | -                       |
| Human Resources                      | 2.00               | 2.00                | 2.00                | -                       |
| Information Technology <sup>1</sup>  | 2.00               | 2.00                | 2.00                | -                       |
| Communications                       | 2.33               | 3.50                | 3.50                | -                       |
| Finance                              | 12.50              | 12.50               | 12.50               | -                       |
| Public Works <sup>1</sup>            | 4.00               | 3.50                | 3.50                | -                       |
| Municipal Court                      | 6.00               | 6.00                | 6.00                | -                       |
| Community Development Administration | 3.50               | 3.00                | 3.00                | -                       |
| <b>Land Use Fund</b>                 |                    |                     |                     |                         |
| Current Planning                     | 5.00               | 5.00                | 5.00                | -                       |
| <b>TOTAL</b>                         | <b>50.75</b>       | <b>54.25</b>        | <b>54.25</b>        | <b>-</b>                |

<sup>1</sup> Indicates services provided through contract and managed by City staff.

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



## Staff Resources Summary by Position

| Department/Division  | 2012<br>Actual<br>FTE | 2013<br>Revised<br>FTE | 2014<br>Adopted<br>FTE | 2013 /<br>2014<br>Difference | Salary<br>Range<br>Low | Salary<br>Range<br>High | Department 2014<br>Salary Reported In |
|--|-----------------------|------------------------|------------------------|------------------------------|------------------------|-------------------------|---------------------------------------|
| <b>General Fund</b>  |                       |                        |                        |                              |                        |                         |                                       |
| Mayor  | -                     | -                      | -                      | -                            | \$10,200               | \$ 10,200               | Elected Officials                     |
| Mayor Pro Tem  | -                     | -                      | -                      | -                            | 9,000                  | 9,000                   | Elected Officials                     |
| Council Members  | -                     | -                      | -                      | -                            | 8,400                  | 8,400                   | Elected Officials                     |
| <b>Elected Officials</b>                                     | -                     | -                      | -                      | -                            |                        |                         |                                       |
| <b>City Clerk's Office</b>                                   |                       |                        |                        |                              |                        |                         |                                       |
| City Clerk   | 1.00                  | 1.00                   | 1.00                   | -                            | 74,300                 | 118,900                 | City Clerk's Office                   |
| Deputy City Clerk  | 1.00                  | 1.00                   | 1.00                   | -                            | 46,675                 | 67,769                  | City Clerk's Office                   |
| Passport Clerk   | 0.50                  | 0.50                   | 0.50                   | -                            | 26,600                 | 37,200                  | City Clerk's Office                   |
| Senior Records & Information Management Clerk                | 1.00                  | 1.00                   | 1.00                   | -                            | 26,600                 | 37,200                  | City Clerk's Office                   |
| <b>City Clerk's Office</b>                                   | 3.50                  | 3.50                   | 3.50                   | -                            |                        |                         |                                       |
| <b>City Manager's Office</b>                                 |                       |                        |                        |                              |                        |                         |                                       |
| City Manager   | 1.00                  | 1.00                   | 1.00                   | -                            | 180,000                | 180,000                 | City Manager's Office                 |
| Deputy City Manager  | -                     | 1.00 <sup>1</sup>      | 1.00                   | -                            | 97,800                 | 156,400                 | City Manager's Office                 |
| Assistant City Manager / Director of Administrative Services | 1.00                  | 1.00                   | 1.00                   | -                            | 97,800                 | 156,400                 | City Manager's Office                 |
| Chief Innovation Officer                                     | 1.00                  | 1.00                   | 1.00                   | -                            | 97,800                 | 156,400                 | City Manager's Office                 |
| Management Analyst   | 2.00                  | 4.00 <sup>2</sup>      | 4.00                   | -                            | 48,600                 | 72,900                  | City Manager's Office                 |
| Client Experience Manager                                    | 1.00                  | 1.00                   | 1.00                   | -                            | 48,600                 | 72,900                  | City Manager's Office                 |
| Government Affairs Liaison                                   | 0.75                  | 0.75                   | 0.75                   | -                            | 48,600                 | 72,900                  | City Manager's Office                 |
| Executive Assistant  | 1.00                  | 1.00                   | 1.00                   | -                            | 48,600                 | 72,900                  | City Manager's Office                 |
| Administrative Assistant                                     | 0.84                  | 0.50 <sup>3</sup>      | 0.50                   | -                            | 43,800                 | 63,400                  | City Manager's Office                 |
| Administrative Analyst/Park Administrator                    | -                     | 0.50 <sup>3</sup>      | 0.50                   | -                            | 40,200                 | 60,200                  | City Manager's Office                 |
| Commissions Liaison  | -                     | 0.50 <sup>2</sup>      | 0.50                   | -                            | 34,800                 | 48,700                  | City Manager's Office                 |
| <b>City Manager's Office</b>                                 | 8.59                  | 12.25                  | 12.25                  | -                            |                        |                         |                                       |
| <b>Economic Development</b>                                  |                       |                        |                        |                              |                        |                         |                                       |
| Economic Development Manager                                 | 1.00                  | 1.00                   | 1.00                   | -                            | 74,300                 | 118,900                 | Finance                               |
| Administrative Assistant                                     | 0.33                  | - <sup>3</sup>         | -                      | -                            |                        |                         |                                       |
| <b>Economic Development</b>                                  | 1.33                  | 1.00                   | 1.00                   | -                            |                        |                         |                                       |
| <b>Human Resources</b>                                       |                       |                        |                        |                              |                        |                         |                                       |
| Human Resources Director                                     | 1.00                  | 1.00                   | 1.00                   | -                            | 91,300                 | 146,100                 | Human Resources                       |
| Administrative Assistant                                     | 1.00                  | 1.00                   | 1.00                   | -                            | 43,800                 | 63,400                  | Human Resources                       |
| <b>Human Resources</b>                                       | 2.00                  | 2.00                   | 2.00                   | -                            |                        |                         |                                       |
| <b>Information Technology</b>                                |                       |                        |                        |                              |                        |                         |                                       |
| Systems Analyst  | 1.00                  | 1.00                   | 1.00                   | -                            | 55,500                 | 83,300                  | Information Technology                |
| Senior GIS Analyst   | 1.00                  | 1.00                   | 1.00                   | -                            | 55,500                 | 83,300                  | Information Technology                |
| <b>Information Technology*</b>                               | 2.00                  | 2.00                   | 2.00                   | -                            |                        |                         |                                       |
| <b>Communications</b>  |                       |                        |                        |                              |                        |                         |                                       |
| Communications Director                                      | -                     | 1.00 <sup>2</sup>      | 1.00                   | -                            | 74,300                 | 118,900                 | Communications                        |
| Public Information and Special Events Manager                | 1.00                  | 1.00                   | 1.00                   | -                            | 74,300                 | 118,900                 | Communications                        |
| Communications Specialist                                    | 1.00                  | 1.00                   | 1.00                   | -                            | 40,200                 | 60,200                  | Communications                        |
| Administrative Analyst/Park Administrator                    | -                     | 0.50 <sup>3</sup>      | 0.50                   | -                            | 40,200                 | 60,200                  | Communications                        |
| Administrative Assistant                                     | 0.33                  | - <sup>3</sup>         | -                      | -                            |                        |                         |                                       |
| <b>Communications</b>  | 2.33                  | 3.50                   | 3.50                   | -                            |                        |                         |                                       |





## Staff Resources Summary

### Staff Resources Summary by Position

| Department/Division                                       | 2012<br>Actual<br>FTE | 2013<br>Revised<br>FTE | 2014<br>Adopted<br>FTE | 2013 /<br>2014<br>Difference | Salary<br>Range<br>Low | Salary<br>Range<br>High | Department 2014<br>Salary Reported In |
|---|-----------------------|------------------------|------------------------|------------------------------|------------------------|-------------------------|---------------------------------------|
| <b>General Fund</b>                                       |                       |                        |                        |                              |                        |                         |                                       |
| <b>Finance</b>  |                       |                        |                        |                              |                        |                         |                                       |
| Finance Director  | 1.00                  | 1.00                   | 1.00                   | -                            | 97,800                 | 156,400                 | Finance                               |
| Accounting Manager  | 1.00                  | 1.00                   | 1.00                   | -                            | 67,500                 | 104,700                 | Finance                               |
| Senior Accountant   | 2.00                  | 2.00                   | 2.00                   | -                            | 55,500                 | 83,300                  | Finance                               |
| Revenue Analyst   | 1.00                  | 1.00                   | 1.00                   | -                            | 48,600                 | 72,900                  | Finance                               |
| Revenue Manager   | 1.00                  | 1.00                   | 1.00                   | -                            | 67,500                 | 104,700                 | Finance                               |
| Accounting Technician                                     | 2.00                  | 2.00                   | 2.00                   | -                            | 34,800                 | 48,700                  | Finance                               |
| Payroll Technician  | 0.50                  | 0.50                   | 0.50                   | -                            | 34,800                 | 48,700                  | Finance                               |
| Accountant  | 1.00                  | 1.00                   | 1.00                   | -                            | 43,800                 | 63,400                  | Finance                               |
| Sales Tax Administrator                                   | 1.00                  | 1.00                   | 1.00                   | -                            | 55,500                 | 83,300                  | Finance                               |
| Compliance Technician                                     | 1.00                  | 1.00                   | 1.00                   | -                            | 38,000                 | 55,200                  | Finance                               |
| Contract Administrator                                    | 1.00                  | 1.00                   | 1.00                   | -                            | 48,600                 | 72,900                  | Finance                               |
| <b>Finance</b>  | <b>12.50</b>          | <b>12.50</b>           | <b>12.50</b>           | <b>-</b>                     |                        |                         |                                       |
| <b>Public Works</b>                                       |                       |                        |                        |                              |                        |                         |                                       |
| Director of Community Development & Public Works Services |                       |                        | 1                      |                              |                        |                         |                                       |
| Deputy Public Works Director                              | 0.50                  | -                      | 4                      | -                            |                        |                         |                                       |
| Engineering Manager                                       | 1.00                  | -                      | 5                      | -                            | 74,300                 | 118,900                 | Public Works                          |
| Project Programmer  | -                     | 1.00                   | 5                      | -                            |                        |                         |                                       |
| Project Coordinator                                       | 1.00                  | -                      | 4                      | -                            | 48,600                 | 72,900                  | Public Works                          |
| Administrative Assistant                                  | -                     | 1.00                   | 4                      | -                            | 43,800                 | 63,400                  | Public Works                          |
| Construction Inspector                                    | 0.50                  | 0.50                   | 0.50                   | -                            | 43,800                 | 63,400                  | Public Works                          |
| <b>Public Works*</b>                                      | <b>1.00</b>           | <b>1.00</b>            | <b>1.00</b>            | <b>-</b>                     |                        |                         |                                       |
| <b>Municipal Court</b>                                    |                       |                        |                        |                              |                        |                         |                                       |
| Court Administrator                                       | 4.00                  | 3.50                   | 3.50                   | -                            |                        |                         |                                       |
| Judicial Assistant  | 1.00                  | 1.00                   | 1.00                   | -                            | 74,300                 | 118,900                 | Municipal Court                       |
| Deputy Court Clerk I                                      | 1.00                  | 1.00                   | 1.00                   | -                            | 34,800                 | 48,700                  | Municipal Court                       |
| Deputy Court Clerk II                                     | 3.00                  | 3.00                   | 3.00                   | -                            | 29,200                 | 40,800                  | Municipal Court                       |
| <b>Municipal Court</b>                                    | <b>1.00</b>           | <b>1.00</b>            | <b>1.00</b>            | <b>-</b>                     | <b>34,800</b>          | <b>48,700</b>           |                                       |
| <b>Community Development Administration</b>               |                       |                        |                        |                              |                        |                         |                                       |
| Director of Community Development & Public Works Services |                       |                        | 1                      |                              |                        |                         |                                       |
| Community Development Director                            | 0.50                  | -                      | 6                      | -                            |                        |                         |                                       |
| Deputy Director of Community Development                  | 1.00                  | -                      | 6                      | -                            | 74,300                 | 118,900                 | Community Development                 |
| Principal Planner   | -                     | 1.00                   | 6                      | -                            | 62,700                 | 97,100                  | Community Development                 |
| Administrative Assistant                                  | 1.00                  | 1.00                   | 1.00                   | -                            | 43,800                 | 63,400                  | Community Development                 |
| <b>Community Development Administration</b>               | <b>3.50</b>           | <b>3.00</b>            | <b>3.00</b>            | <b>-</b>                     |                        |                         |                                       |

# Staff Resources Summary



## Staff Resources Summary by Position

| Department/Division                      | 2012<br>Actual<br>FTE | 2013<br>Revised<br>FTE | 2014<br>Adopted<br>FTE | 2013 /<br>2014<br>Difference | Salary<br>Range<br>Low | Salary<br>Range<br>High | Department 2014<br>Salary Reported In |
|--|-----------------------|------------------------|------------------------|------------------------------|------------------------|-------------------------|---------------------------------------|
| <b>Land Use Fund</b>                     |                       |                        |                        |                              |                        |                         |                                       |
| <b>Current Planning</b>                  |                       |                        |                        |                              |                        |                         |                                       |
| Deputy Director of Community Development | -                     | 1.00 <sup>6</sup>      | 1.00                   | -                            | 74,300                 | 118,900                 | Land Use Fund                         |
| Principal Planner                        | 1.00                  | - <sup>6</sup>         | -                      | -                            |                        |                         |                                       |
| Senior Planner                           | 1.00                  | 1.00                   | 1.00                   | -                            | 55,500                 | 83,300                  | Land Use Fund                         |
| Planner II                               | 1.00                  | 1.00                   | 1.00                   | -                            | 48,600                 | 72,900                  | Land Use Fund                         |
| Planner I                                | -                     | 1.00 <sup>7</sup>      | 1.00                   | -                            | 43,800                 | 63,400                  | Land Use Fund                         |
| Planning Technician                      | 1.00                  | - <sup>7</sup>         | -                      | -                            |                        |                         |                                       |
| Office Services Support                  | 1.00                  | 1.00                   | 1.00                   | -                            | 26,600                 | 37,200                  | Land Use Fund                         |
| <b>Current Planning</b>                  | <b>5.00</b>           | <b>5.00</b>            | <b>5.00</b>            | <b>-</b>                     |                        |                         |                                       |
| <b>TOTAL</b>                             | <b>50.75</b>          | <b>54.25</b>           | <b>54.25</b>           | <b>-</b>                     |                        |                         |                                       |

<sup>1</sup> Director of Community Development and Public Works Services reclassified to Deputy City Manager

<sup>2</sup> 3.5 Full Time Equivalent (FTE) positions approved for 2013 Revised Budget

<sup>3</sup> Administrative Assistant position reclassified to Administrative Analyst/Park Administrator

<sup>4</sup> Deputy Director of Public Works position reclassified to Project Coordinator

<sup>5</sup> Project Programmer reclassified to Engineering Manager

<sup>6</sup> Community Development Director and Principal Planner positions eliminated and replaced with two Deputy Directors of Community Development

<sup>7</sup> Planning Technician reclassified to Planner I

\* Indicates service provided through contract



## CONTRACTED RESOURCES SUMMARY

### Contracted Resources Summary by Function

| Department/Division                         | 2012<br>Actual FTE | 2013<br>Revised FTE | 2014<br>Adopted FTE | 2013 / 2014<br>Difference |
|---|--------------------|---------------------|---------------------|---------------------------|
| <b>General Fund</b>                         |                    |                     |                     |                           |
| City Attorney's Office                      | 5.90               | 5.25                | 5.25                | -                         |
| Sales/Use Tax Administration and Compliance | 2.00               | 2.00                | 2.00                | -                         |
| Information Technology                      | 2.15               | 2.15                | 2.15                | -                         |
| Public Works                                | 41.50              | 43.25               | 43.25               | -                         |
| Engineering                                 | 1.00               | 1.00                | 1.00                | -                         |
| Facilities                                  | 1.50               | 1.75                | 2.63                | 0.88                      |
| Law Enforcement                             | 159.75             | 159.75              | 159.75              | -                         |
| Animal Services                             | 5.50               | 5.50                | 5.50                | -                         |
| Code Compliance                             | 3.75               | 3.75                | 3.75                | -                         |
| <b>Land Use Fund</b>                        |                    |                     |                     |                           |
| Building                                    | 8.00               | 8.00                | 8.00                | -                         |
| Engineering                                 | 1.00               | 1.00                | 1.00                | -                         |
| <b>TOTAL</b>                                | <b>232.05</b>      | <b>233.40</b>       | <b>234.28</b>       | <b>0.88</b>               |

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

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

## Contracted Resources Summary



### Contracted Resources Summary by Position

| Department/Division                                | 2012<br>Actual FTE | 2013<br>Revised FTE | 2014<br>Adopted FTE | 2013 / 2014<br>Difference |
|--|--------------------|---------------------|---------------------|---------------------------|
| <b>General Fund</b>                                |                    |                     |                     |                           |
| <b>City Attorney's Office</b>                      |                    |                     |                     |                           |
| City Attorney                                      | 1.00               | 1.00                | 1.00                | -                         |
| Deputy City Attorney                               | 0.75               | 1.60                | 1.60                | -                         |
| Assistant City Attorney                            | 2.75               | 1.40                | 1.40                | -                         |
| Administrative Assistant                           | 0.90               | 1.00                | 1.00                | -                         |
| Office Manager                                     | 0.50               | 0.25                | 0.25                | -                         |
| <b>City Attorney's Office</b>                      | <b>5.90</b>        | <b>5.25</b>         | <b>5.25</b>         | <b>-</b>                  |
| <b>Sales/Use Tax Administration and Compliance</b> |                    |                     |                     |                           |
| Sales Tax and Business License Administrators      | 2.00               | 2.00                | 2.00                | -                         |
| <b>Sales/Use Tax Administration and Compliance</b> | <b>2.00</b>        | <b>2.00</b>         | <b>2.00</b>         | <b>-</b>                  |
| <b>Information Technology</b>                      |                    |                     |                     |                           |
| On-site Help Desk                                  | 0.75               | 0.75                | 0.75                | -                         |
| Remote Help Desk                                   | 0.50               | 0.50                | 0.50                | -                         |
| System Administrator                               | 0.50               | 0.50                | 0.50                | -                         |
| Backup Administrator                               | 0.20               | 0.20                | 0.20                | -                         |
| IT Director  | 0.20               | 0.20                | 0.20                | -                         |
| <b>Information Technology</b>                      | <b>2.15</b>        | <b>2.15</b>         | <b>2.15</b>         | <b>-</b>                  |
| <b>Public Works</b>                                |                    |                     |                     |                           |
| Program Director                                   | 1.00               | 1.00                | 1.00                | -                         |
| Public Works Operations Manager                    | 1.00               | 1.00                | 1.00                | -                         |
| Executive Assistant                                | 1.00               | 1.00                | 1.00                | -                         |
| IT Manager   | 1.00               | -                   | -                   | -                         |
| Business Systems Coordinator                       | -                  | 1.00                | 1.00                | -                         |
| Business Systems Technician                        | -                  | 0.75                | 0.75                | -                         |
| Customer Services Representative                   | 2.00               | 1.75                | 1.75                | -                         |
| Work Management Coordinator                        | 0.75               | -                   | -                   | -                         |
| Citizen Responder                                  | 1.25               | 1.50                | 1.50                | -                         |
| GIS Technician                                     | 1.00               | 1.00                | 1.00                | -                         |
| City Traffic Engineer                              | 1.00               | 1.00                | 1.00                | -                         |
| Principal Traffic Engineer                         | 1.00               | 1.00                | 1.00                | -                         |
| Engineer   | 1.00               | 2.00                | 2.00                | -                         |
| Traffic Intern                                     | -                  | 0.25                | 0.25                | -                         |
| Traffic Technician                                 | 1.00               | -                   | -                   | -                         |
| Construction Inspector                             | 3.00               | 4.50                | 4.50                | -                         |
| Permits Technician                                 | 0.50               | 0.50                | 0.50                | -                         |
| Field Services Manager                             | 1.00               | -                   | -                   | -                         |
| CIP Engineer                                       | 1.00               | 1.00                | 1.00                | -                         |
| CIP Construction Coordinator                       | 1.00               | 1.00                | 1.00                | -                         |
| Field Operations Superintendent                    | 1.00               | 1.00                | 1.00                | -                         |
| Field Supervisor                                   | 2.00               | 2.00                | 2.00                | -                         |
| Administrative Assistant                           | 1.00               | 1.00                | 1.00                | -                         |
| Mechanic   | 2.00               | 2.50                | 2.50                | -                         |
| Foreman  | 2.00               | 2.00                | 2.00                | -                         |
| Equipment Operator                                 | 14.00              | 14.50               | 14.50               | -                         |
| <b>Public Works</b>                                | <b>41.50</b>       | <b>43.25</b>        | <b>43.25</b>        | <b>-</b>                  |



## Contracted Resources Summary

### Contracted Resources Summary by Position

| Department/Division                             | 2012<br>Actual FTE | 2013<br>Revised FTE | 2014<br>Adopted FTE | 2013 / 2014<br>Difference |
|---|--------------------|---------------------|---------------------|---------------------------|
| <b>General Fund</b>                             |                    |                     |                     |                           |
| <b>Engineering</b>                              |                    |                     |                     |                           |
| Engineer  | 1.00               | 1.00                | 1.00                | -                         |
| <b>Engineering</b>                              | 1.00               | 1.00                | 1.00                | -                         |
| <b>Facilities</b>                               |                    |                     |                     |                           |
| Facilities, Parks, Fleet Maintenance Supervisor | 1.00               | 1.00                | 1.00                | -                         |
| Facilities, Parks, Fleet Maintenance Technician | 0.50               | 0.75                | 1.00                | 0.25                      |
| Park Maintenance Worker                         | -                  | -                   | 0.63                | 0.63                      |
| <b>Facilities</b>                               | 1.50               | 1.75                | 2.63                | 0.88                      |
| <b>Law Enforcement</b>                          |                    |                     |                     |                           |
| Patrol  | 76.00              | 76.00               | 76.00               | -                         |
| Traffic Unit                                    | 9.00               | 9.00                | 9.00                | -                         |
| School Resource Section                         | 4.00               | 4.00                | 4.00                | -                         |
| Investigators                                   | 24.75              | 24.75               | 24.75               | -                         |
| Crime Lab                                       | 3.00               | 3.00                | 3.00                | -                         |
| Emergency Planning                              | 2.00               | 2.00                | 2.00                | -                         |
| Environmental Crimes Unit                       | 1.00               | 1.00                | 1.00                | -                         |
| Communications                                  | 16.00              | 16.00               | 16.00               | -                         |
| Crime Analyst                                   | 1.00               | 1.00                | 1.00                | -                         |
| General Administration                          | 2.00               | 2.00                | 2.00                | -                         |
| Internal Affairs                                | 2.00               | 2.00                | 2.00                | -                         |
| Human Resources                                 | 2.00               | 2.00                | 2.00                | -                         |
| Training  | 2.00               | 2.00                | 2.00                | -                         |
| Community Resources                             | 1.00               | 1.00                | 1.00                | -                         |
| Investigations - Support Staff                  | 4.00               | 4.00                | 4.00                | -                         |
| Property and Evidence                           | 3.00               | 3.00                | 3.00                | -                         |
| Telecomm  | 1.00               | 1.00                | 1.00                | -                         |
| Information Management                          | 6.00               | 6.00                | 6.00                | -                         |
| <b>Public Safety</b>                            | 159.75             | 159.75              | 159.75              | -                         |
| <b>Animal Services</b>                          |                    |                     |                     |                           |
| Field Services Manager                          | 0.50               | 0.50                | 0.50                | -                         |
| Team Leader                                     | 1.00               | 1.00                | 1.00                | -                         |
| Animal Welfare Officer                          | 4.00               | 4.00                | 4.00                | -                         |
| <b>Animal Services</b>                          | 5.50               | 5.50                | 5.50                | -                         |
| <b>Code Compliance</b>                          |                    |                     |                     |                           |
| Code Compliance Manager                         | 0.75               | 0.75                | 0.75                | -                         |
| Code Compliance Officer                         | 3.00               | 3.00                | 3.00                | -                         |
| <b>Code Compliance</b>                          | 3.75               | 3.75                | 3.75                | -                         |

## Contracted Resources Summary



### Contracted Resources Summary by Position

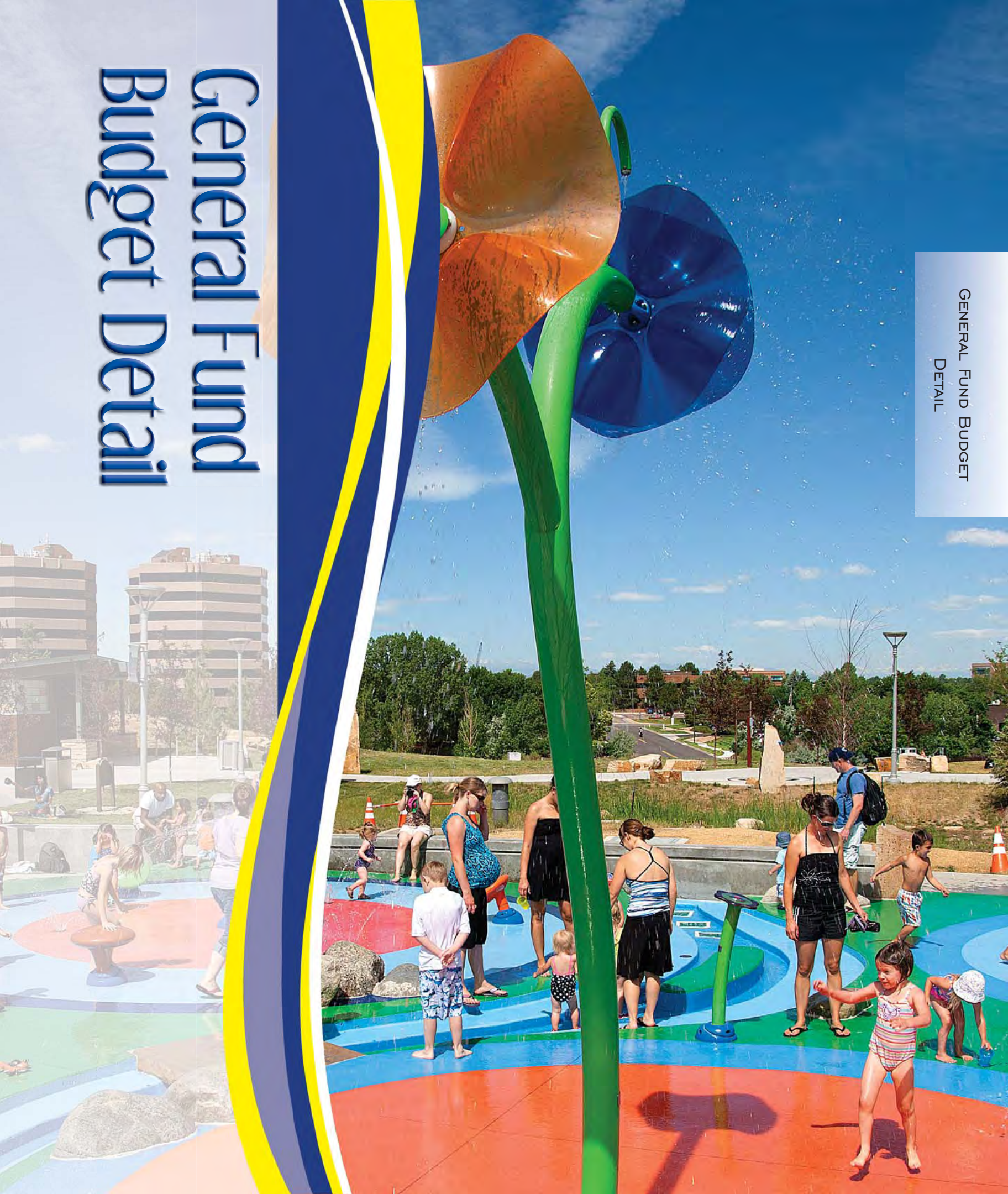
| Department/Division             | 2012<br>Actual FTE | 2013<br>Revised FTE | 2014<br>Adopted FTE | 2013 / 2014<br>Difference |
|---------------------------------|--------------------|---------------------|---------------------|---------------------------|
| <b>Land Use Fund</b>            |                    |                     |                     |                           |
| <b>Building</b>                 |                    |                     |                     |                           |
| Chief Building Official         | 1.00               | 1.00                | 1.00                | -                         |
| Plans Reviewer                  | 1.00               | 1.00                | 1.00                | -                         |
| Building Inspector              | 3.00               | 3.00                | 3.00                | -                         |
| Other                           | -                  | -                   | -                   | -                         |
| Permit Technicians              | 2.00               | 2.00                | 2.00                | -                         |
| Contractor Licensing Technician | 1.00               | 1.00                | 1.00                | -                         |
| <b>Building</b>                 | <b>8.00</b>        | <b>8.00</b>         | <b>8.00</b>         | <b>-</b>                  |
| <b>Engineering</b>              |                    |                     |                     |                           |
| Engineer                        | 1.00               | 1.00                | 1.00                | -                         |
| <b>Engineering</b>              | <b>1.00</b>        | <b>1.00</b>         | <b>1.00</b>         | <b>-</b>                  |
| <b>TOTAL</b>                    | <b>232.05</b>      | <b>233.40</b>       | <b>234.28</b>       | <b>0.88</b>               |

|   |               |               |               |             |
|---|---------------|---------------|---------------|-------------|
| <b>TOTAL STAFF AND CONTRACTED RESOURCES</b> | <b>282.80</b> | <b>287.65</b> | <b>288.53</b> | <b>0.88</b> |
|---|---------------|---------------|---------------|-------------|

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



# General Fund Budget Detail







## GENERAL FUND BUDGET DETAIL

### Elected Officials Budget Detail

|   | 2012<br>Actual    | 2013<br>Adopted   | 2013<br>Revised   | 2014<br>Adopted   | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg        |
|---|-------------------|-------------------|-------------------|-------------------|---|--------------|
| Personnel Services:                             |                   |                   |                   |                   |   |              |
| Salaries and Wages                              | \$ 79,400         | \$ 78,000         | \$ 78,000         | \$ 81,650         | \$ 3,650                                | 4.7%         |
| Benefits  | 9,080             | 8,931             | 8,931             | 9,349             | 418                                     | 4.7%         |
| <b>Subtotal - Personnel Services</b>            | <b>\$ 88,480</b>  | <b>\$ 86,931</b>  | <b>\$ 86,931</b>  | <b>\$ 90,999</b>  | <b>\$ 4,068</b>                         | <b>4.7%</b>  |
| Contracted Services:                            |                   |                   |                   |                   |   |              |
| Legislative Assistance                          | \$ 56,000         | \$ 60,000         | \$ 60,000         | \$ 60,000         | -                                       | 0.0%         |
| TMA Landscaping Services                        | 15,312            | 18,000            | 18,000            | 21,687            | 3,687                                   | 20.5%        |
| <b>Subtotal - Contracted Services</b>           | <b>\$ 71,312</b>  | <b>\$ 78,000</b>  | <b>\$ 78,000</b>  | <b>\$ 81,687</b>  | <b>\$ 3,687</b>                         | <b>4.7%</b>  |
| Other Services & Supplies:                      |                   |                   |                   |                   |   |              |
| City-wide Dues & Memberships                    | \$ 61,284         | \$ 61,858         | \$ 61,972         | \$ 62,563         | 705                                     | 1.1%         |
| Other City-wide Dues & Memberships              | 40,000            | 40,000            | 40,000            | 40,000            | -                                       | 0.0%         |
| Intergovernmental Affairs                       | -                 | 10,000            | 10,000            | 15,000            | 5,000                                   | 50.0%        |
| Council Workshop Meetings                       | 1,533             | 10,000            | 10,000            | 10,000            | -                                       | 0.0%         |
| Meetings/Training/Travel                        | 9,532             | 30,000            | 30,000            | 30,000            | -                                       | 0.0%         |
| Miscellaneous                                   | 9,831             | 20,000            | 20,000            | 30,000            | 10,000                                  | 50.0%        |
| <b>Subtotal - Other Services &amp; Supplies</b> | <b>\$ 122,180</b> | <b>\$ 171,858</b> | <b>\$ 171,972</b> | <b>\$ 187,563</b> | <b>\$ 15,705</b>                        | <b>12.9%</b> |
| <b>TOTAL</b>                                    | <b>\$ 281,972</b> | <b>\$ 336,789</b> | <b>\$ 336,903</b> | <b>\$ 360,249</b> | <b>\$ 23,460</b>                        | <b>7.0%</b>  |



**City Attorney's Office  
Budget Detail**

|   | 2012<br>Actual    | 2013<br>Adopted   | 2013<br>Revised   | 2014<br>Adopted   | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg          |
|---|-------------------|-------------------|-------------------|-------------------|---|----------------|
| Contracted Services:                            |                   |                   |                   |                   |   |                |
| Legal Services - General                        | \$ 636,489        | \$ 635,947        | \$ 639,947        | \$ 678,693        | \$ 42,746                               | 6.7%           |
| Legal Services - Outside Counsel                | 3,684             | 80,106            | 80,106            | 80,106            | -                                       | 0.0%           |
| <b>Subtotal - Contracted Services</b>           | <b>\$ 640,173</b> | <b>\$ 716,053</b> | <b>\$ 720,053</b> | <b>\$ 758,799</b> | <b>\$ 42,746</b>                        | <b>6.0%</b>    |
| Other Services & Supplies:                      |                   |                   |                   |                   |   |                |
| Publications & Subscriptions                    | \$ 5,140          | \$ 5,000          | \$ 5,000          | -                 | \$ (5,000)                              | -100.0%        |
| <b>Subtotal - Other Services &amp; Supplies</b> | <b>\$ 5,140</b>   | <b>\$ 5,000</b>   | <b>\$ 5,000</b>   | <b>-</b>          | <b>\$ (5,000)</b>                       | <b>-100.0%</b> |
| <b>TOTAL</b>                                    | <b>\$ 645,313</b> | <b>\$ 721,053</b> | <b>\$ 725,053</b> | <b>\$ 758,799</b> | <b>\$ 37,746</b>                        | <b>5.2%</b>    |



**City Clerk's Office  
Budget Detail**

|   | 2012<br>Actual    | 2013<br>Adopted   | 2013<br>Revised   | 2014<br>Adopted   | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg         |
|---|-------------------|-------------------|-------------------|-------------------|---|---------------|
| <b>Personnel Services:</b>                      |                   |                   |                   |                   |   |               |
| Salaries and Wages                              | \$ 206,334        | \$ 207,227        | \$ 203,463        | \$ 207,634        | \$ 407                                  | 0.2%          |
| Benefits  | 41,050            | 48,338            | 40,475            | 41,322            | (7,016)                                 | -14.5%        |
| <b>Subtotal - Personnel Services</b>            | <b>\$ 247,384</b> | <b>\$ 255,565</b> | <b>\$ 243,938</b> | <b>\$ 248,956</b> | <b>\$ (6,609)</b>                       | <b>-2.6%</b>  |
| <b><u>City Clerk</u></b>                        |                   |                   |                   |                   |   |               |
| <b>Other Services &amp; Supplies:</b>           |                   |                   |                   |                   |   |               |
| Professional Services                           | \$ 75,475         | \$ 90,000         | \$ 100,000        | \$ 10,000         | \$ (80,000)                             | -88.9%        |
| Commission/Board/ Authority Services            | 5,062             | 15,975            | 15,075            | 15,075            | (900)                                   | -5.6%         |
| Printing & Publishing                           | 6,152             | 8,000             | 8,000             | 8,000             | -                                       | 0.0%          |
| Records Storage                                 | 10,479            | 15,000            | 15,000            | 15,000            | -                                       | 0.0%          |
| Miscellaneous                                   | 2,515             | 2,940             | 2,940             | 2,940             | -                                       | 0.0%          |
| <b>Subtotal - Other Services &amp; Supplies</b> | <b>\$ 99,683</b>  | <b>\$ 131,915</b> | <b>\$ 141,015</b> | <b>\$ 51,015</b>  | <b>\$ (80,900)</b>                      | <b>-61.3%</b> |
| <b><u>Liquor Licensing</u></b>                  |                   |                   |                   |                   |   |               |
| <b>Contracted Services:</b>                     |                   |                   |                   |                   |   |               |
| Enforcement Services                            | \$ 44,969         | \$ 45,990         | \$ 45,328         | \$ 46,914         | \$ 924                                  | 2.0%          |
| Prosecution Services                            | -                 | 3,000             | 3,000             | 3,000             | -                                       | 0.0%          |
| Legal Services - General                        | 4,690             | 10,200            | 10,200            | 10,483            | 283                                     | 2.8%          |
| <b>Subtotal - Contracted Services</b>           | <b>\$ 49,659</b>  | <b>\$ 59,190</b>  | <b>\$ 58,528</b>  | <b>\$ 60,397</b>  | <b>\$ 1,207</b>                         | <b>2.0%</b>   |
| <b>Other Services &amp; Supplies:</b>           |                   |                   |                   |                   |   |               |
| Printing & Publishing                           | \$ -              | \$ 700            | \$ 700            | \$ 700            | \$ -                                    | 0.0%          |
| Courier Services                                | 77                | 1,260             | 1,260             | 1,260             | -                                       | 0.0%          |
| Commission/Board/ Authority Services            | 1,062             | 2,100             | 2,100             | 2,100             | -                                       | 0.0%          |
| Miscellaneous                                   | -                 | 800               | 800               | 800               | -                                       | 0.0%          |
| <b>Subtotal - Other Services &amp; Supplies</b> | <b>\$ 1,139</b>   | <b>\$ 4,860</b>   | <b>\$ 4,860</b>   | <b>\$ 4,860</b>   | <b>\$ -</b>                             | <b>0.0%</b>   |
| <b>TOTAL</b>                                    | <b>\$ 397,865</b> | <b>\$ 451,530</b> | <b>\$ 448,341</b> | <b>\$ 365,228</b> | <b>\$ (86,302)</b>                      | <b>-19.1%</b> |



**City Manager's Office  
Budget Detail**

|   | 2012<br>Actual    | 2013<br>Adopted     | 2013<br>Revised     | 2014<br>Adopted     | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg        |
|---|-------------------|---------------------|---------------------|---------------------|---|--------------|
| Personnel Services:                             |                   |                     |                     |                     |   |              |
| Salaries and Wages                              | \$ 771,779        | \$ 853,556          | \$ 959,239          | \$ 964,187          | \$ 110,631                              | 13.0%        |
| Benefits  | 160,431           | 212,921             | 221,593             | 254,669             | 41,748                                  | 19.6%        |
| <b>Subtotal - Personnel Services</b>            | <b>\$ 932,210</b> | <b>\$ 1,066,477</b> | <b>\$ 1,180,832</b> | <b>\$ 1,218,856</b> | <b>\$ 152,379</b>                       | <b>14.3%</b> |
| Other Services & Supplies:                      |                   |                     |                     |                     |   |              |
| Youth Commission Activities                     | \$ 7,464          | \$ 8,000            | \$ 8,000            | \$ 8,000            | -                                       | 0.0%         |
| Senior Commission Activities                    | 707               | 5,000               | 5,000               | 5,000               | -                                       | 0.0%         |
| Citizen & Community Outreach                    | -                 | -                   | -                   | 7,250               | 7,250                                   | -            |
| Miscellaneous                                   | 245               | 5,000               | 5,000               | 5,000               | -                                       | 0.0%         |
| <b>Subtotal - Other Services &amp; Supplies</b> | <b>\$ 8,416</b>   | <b>\$ 18,000</b>    | <b>\$ 18,000</b>    | <b>\$ 25,250</b>    | <b>\$ 7,250</b>                         | <b>40.3%</b> |
| <b>TOTAL</b>                                    | <b>\$ 940,626</b> | <b>\$ 1,084,477</b> | <b>\$ 1,198,832</b> | <b>\$ 1,244,106</b> | <b>\$ 159,629</b>                       | <b>14.7%</b> |



Office of Innovation  
Budget Detail

|                                       | 2012<br>Actual | 2013<br>Adopted | 2013<br>Revised   | 2014<br>Adopted   | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg    |
|---------------------------------------|----------------|-----------------|-------------------|-------------------|---|----------|
| Contracted Services:                  |                |                 |                   |                   |   |          |
| Project Specific                      | \$ -           | \$ -            | \$ 750,000        | \$ 200,000        | \$ 200,000                              | -        |
| <b>Subtotal - Contracted Services</b> | <b>\$ -</b>    | <b>\$ -</b>     | <b>\$ 750,000</b> | <b>\$ 200,000</b> | <b>\$ 200,000</b>                       | <b>-</b> |
| <b>TOTAL</b>                          | <b>\$ -</b>    | <b>\$ -</b>     | <b>\$ 750,000</b> | <b>\$ 200,000</b> | <b>\$ 200,000</b>                       | <b>-</b> |





**Human Resources  
Budget Detail**

|   | 2012<br>Actual    | 2013<br>Adopted   | 2013<br>Revised   | 2014<br>Adopted   | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg         |
|---|-------------------|-------------------|-------------------|-------------------|---|---------------|
| <b>Human Resources</b>                          |                   |                   |                   |                   |   |               |
| Personnel Services:                             |                   |                   |                   |                   |   |               |
| Salaries and Wages                              | \$ 223,141        | \$ 165,000        | \$ 162,241        | \$ 168,081        | \$ 3,081                                | 1.9%          |
| Benefits  | 41,053            | 61,441            | 41,123            | 43,734            | (17,707)                                | -28.8%        |
| <b>Subtotal - Personnel Services</b>            | <b>\$ 264,194</b> | <b>\$ 226,441</b> | <b>\$ 203,364</b> | <b>\$ 211,815</b> | <b>\$ (14,626)</b>                      | <b>-6.5%</b>  |
| Contracted Services:                            |                   |                   |                   |                   |   |               |
| Payroll Processing                              | \$ 30,161         | \$ -              | \$ -              | \$ -              | \$ -                                    | -             |
| Security Services                               | -                 | 98,400            | 82,400            | 82,400            | (16,000)                                | -16.3%        |
| Temporary Personnel                             | 147               | -                 | -                 | -                 | -                                       | -             |
| Project Specific                                | 2,821             | 10,000            | 10,000            | 10,000            | -                                       | 0.0%          |
| <b>Subtotal - Contracted Services</b>           | <b>\$ 33,129</b>  | <b>\$ 108,400</b> | <b>\$ 92,400</b>  | <b>\$ 92,400</b>  | <b>\$ (16,000)</b>                      | <b>-14.8%</b> |
| Other Services & Supplies:                      |                   |                   |                   |                   |   |               |
| Personnel Recruitment Services                  | \$ 35,035         | \$ 6,000          | \$ 6,000          | \$ 6,000          | \$ -                                    | 0.0%          |
| Personnel Raise Pool                            | -                 | 122,675           | -                 | 127,915           | 5,240                                   | 4.3%          |
| Tuition Reimbursement                           | -                 | 10,200            | 10,200            | 10,200            | -                                       | 0.0%          |
| Internship Services                             | 58,195            | 107,120           | 107,120           | 107,120           | -                                       | 0.0%          |
| <b>Subtotal - Other Services &amp; Supplies</b> | <b>\$ 93,230</b>  | <b>\$ 245,995</b> | <b>\$ 123,320</b> | <b>\$ 251,235</b> | <b>\$ 5,240</b>                         | <b>2.1%</b>   |
| <b>Risk Management</b>                          |                   |                   |                   |                   |   |               |
| Other Services & Supplies:                      |                   |                   |                   |                   |   |               |
| Property & Casualty Insurance Services          | \$ 345,603        | \$ -              | \$ -              | \$ -              | \$ -                                    | -             |
| Workers Compensation Insurance                  |                   |                   |                   |                   |   |               |
| Services  | 11,998            | -                 | -                 | -                 | -                                       | -             |
| Miscellaneous                                   | 31,149            | -                 | -                 | -                 | -                                       | -             |
| <b>Subtotal - Other Services &amp; Supplies</b> | <b>\$ 388,750</b> | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>                             | <b>-</b>      |
| <b>TOTAL</b>                                    | <b>\$ 779,303</b> | <b>\$ 580,836</b> | <b>\$ 419,084</b> | <b>\$ 555,450</b> | <b>\$ (25,386)</b>                      | <b>-4.4%</b>  |



**Information Technology  
Budget Detail**

|   | 2012<br>Actual    | 2013<br>Adopted   | 2013<br>Revised     | 2014<br>Adopted   | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg        |
|---|-------------------|-------------------|---------------------|-------------------|---|--------------|
| Personnel Services:                             |                   |                   |                     |                   |   |              |
| Salaries and Wages                              | \$ 285,631        | \$ 123,785        | \$ 130,133          | \$ 128,824        | \$ 5,039                                | 4.1%         |
| Benefits  | 69,598            | 54,668            | 53,319              | 56,667            | 1,999                                   | 3.7%         |
| <b>Subtotal - Personnel Services</b>            | <b>\$ 355,229</b> | <b>\$ 178,453</b> | <b>\$ 183,452</b>   | <b>\$ 185,491</b> | <b>\$ 7,038</b>                         | <b>3.9%</b>  |
| Contracted Services:                            |                   |                   |                     |                   |   |              |
| Information Technology Outsourcing<br>Services  | \$ 142,179        | \$ 193,600        | \$ 196,100          | \$ 262,600        | \$ 69,000                               | 35.6%        |
| Financial System Services                       | 65,784            | 68,500            | 68,500              | 70,555            | 2,055                                   | 3.0%         |
| Website Hosting & Support Services              | 32,666            | 40,000            | 52,000              | 64,400            | 24,400                                  | 61.0%        |
| Project Specific                                | 25,005            | 30,000            | 212,470             | 30,000            | -                                       | 0.0%         |
| <b>Subtotal - Contracted Services</b>           | <b>\$ 265,634</b> | <b>\$ 332,100</b> | <b>\$ 529,070</b>   | <b>\$ 427,555</b> | <b>\$ 95,455</b>                        | <b>28.7%</b> |
| Other Services & Supplies:                      |                   |                   |                     |                   |   |              |
| Internet Access Services                        | \$ 7,147          | \$ 16,600         | \$ 16,600           | \$ 16,600         | \$ -                                    | 0.0%         |
| Equipment - Purchased                           | 34,676            | 40,000            | 46,500              | 40,000            | -                                       | 0.0%         |
| Software Supplies                               | 38,727            | 35,000            | 185,688             | 35,000            | -                                       | 0.0%         |
| Telephone/Data - Local, T1, Circuits, Fax       | 34,597            | 15,000            | 18,000              | 18,000            | 3,000                                   | 20.0%        |
| Telephone/Data - Alarm Lines                    | -                 | 900               | 1,800               | 1,800             | 900                                     | 100.0%       |
| Telephone - Cellular/Pagers                     | 13,804            | 16,500            | 17,000              | 18,000            | 1,500                                   | 9.1%         |
| Equipment - Rental, Repair, Maintenance         | 24,789            | 34,000            | 34,000              | 34,000            | -                                       | 0.0%         |
| Miscellaneous                                   | 1,658             | 9,000             | 9,000               | 9,000             | -                                       | 0.0%         |
| <b>Subtotal - Other Services &amp; Supplies</b> | <b>\$ 155,398</b> | <b>\$ 167,000</b> | <b>\$ 328,588</b>   | <b>\$ 172,400</b> | <b>\$ 5,400</b>                         | <b>3.2%</b>  |
| <b>TOTAL</b>                                    | <b>\$ 776,261</b> | <b>\$ 677,553</b> | <b>\$ 1,041,110</b> | <b>\$ 785,446</b> | <b>\$ 107,893</b>                       | <b>15.9%</b> |



**Communications**  
**Budget Detail**

|   | 2012<br>Actual    | 2013<br>Adopted   | 2013<br>Revised   | 2014<br>Adopted   | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg        |
|---|-------------------|-------------------|-------------------|-------------------|---|--------------|
| Personnel Services:                             |                   |                   |                   |                   |   |              |
| Salaries and Wages                              | \$ -              | \$ 136,319        | \$ 238,436        | \$ 251,306        | \$ 114,987                              | 84.4%        |
| Benefits  | -                 | 45,407            | 54,071            | 75,801            | 30,394                                  | 66.9%        |
| <b>Subtotal - Personnel Services</b>            | <b>\$ -</b>       | <b>\$ 181,726</b> | <b>\$ 292,507</b> | <b>\$ 327,107</b> | <b>\$ 145,381</b>                       | <b>80.0%</b> |
| Other Services & Supplies:                      |                   |                   |                   |                   |   |              |
| Community Services                              | \$ 87,967         | \$ 120,000        | \$ 182,434        | \$ 130,000        | \$ 10,000                               | 8.3%         |
| Printing & Marketing Materials                  | 83,713            | 97,000            | 93,000            | 132,000           | 35,000                                  | 36.1%        |
| Professional Services                           | -                 | -                 | -                 | 31,000            | 31,000                                  | -            |
| Miscellaneous                                   | 22,319            | 22,000            | 22,000            | 6,000             | (16,000)                                | -72.7%       |
| <b>Subtotal - Other Services &amp; Supplies</b> | <b>\$ 193,999</b> | <b>\$ 239,000</b> | <b>\$ 297,434</b> | <b>\$ 299,000</b> | <b>\$ 60,000</b>                        | <b>25.1%</b> |
| <b>TOTAL</b>                                    | <b>\$ 193,999</b> | <b>\$ 420,726</b> | <b>\$ 589,941</b> | <b>\$ 626,107</b> | <b>\$ 205,381</b>                       | <b>48.8%</b> |



**Finance  
Budget Detail**

|   | 2012<br>Actual      | 2013<br>Adopted     | 2013<br>Revised     | 2014<br>Adopted     | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg        |
|---|---------------------|---------------------|---------------------|---------------------|---|--------------|
| Personnel Services:                             |                     |                     |                     |                     |   |              |
| Salaries and Wages                              | \$ 658,103          | \$ 832,696          | \$ 843,359          | \$ 951,801          | \$ 119,105                              | 14.3%        |
| Benefits  | 176,515             | 256,347             | 230,899             | 289,229             | 32,882                                  | 12.8%        |
| <b>Subtotal - Personnel Services</b>            | <b>\$ 834,618</b>   | <b>\$ 1,089,043</b> | <b>\$ 1,074,258</b> | <b>\$ 1,241,030</b> | <b>\$ 151,987</b>                       | <b>14.0%</b> |
| Contracted Services:                            |                     |                     |                     |                     |   |              |
| Supplemental Use Tax Administration             | \$ 47,000           | \$ 49,350           | \$ 49,350           | \$ 51,324           | \$ 1,974                                | 4.0%         |
| Auditing Services - Sales Tax Program           | 249,578             | 260,000             | 260,000             | 260,000             | -                                       | 0.0%         |
| Auditing Services                               | 37,000              | 39,000              | 35,500              | 35,500              | (3,500)                                 | -9.0%        |
| Financial System Services                       | -                   | 22,000              | 22,000              | 22,000              | -                                       | 0.0%         |
| Sales Tax Collection / Processing Services      | 361,492             | 385,695             | 385,695             | 392,240             | 6,545                                   | 1.7%         |
| Investment Advisory Services                    | 9,696               | 22,000              | 16,100              | 18,000              | (4,000)                                 | -18.2%       |
| Payroll Processing                              | -                   | 30,000              | 25,000              | 25,000              | (5,000)                                 | -16.7%       |
| Project Specific                                | -                   | 12,500              | 17,500              | 17,500              | 5,000                                   | 40.0%        |
| <b>Subtotal - Contracted Services</b>           | <b>\$ 704,766</b>   | <b>\$ 820,545</b>   | <b>\$ 811,145</b>   | <b>\$ 821,564</b>   | <b>\$ 1,019</b>                         | <b>0.1%</b>  |
| Other Services & Supplies:                      |                     |                     |                     |                     |   |              |
| Bank/Merchant Processing                        | \$ 38,478           | \$ 40,000           | \$ 43,110           | \$ 43,910           | \$ 3,910                                | 9.8%         |
| Property & Casualty Insurance Services          | -                   | 395,329             | 390,329             | 348,685             | (46,644)                                | -11.8%       |
| Workers Compensation Insurance Services         | -                   | 18,000              | 18,000              | 13,393              | (4,607)                                 | -25.6%       |
| Risk Management Deductibles & Other             | -                   | 40,000              | 40,000              | 40,000              | -                                       | 0.0%         |
| Miscellaneous                                   | 2,330               | 5,000               | 5,000               | 5,000               | -                                       | 0.0%         |
| <b>Subtotal - Other Services &amp; Supplies</b> | <b>\$ 40,808</b>    | <b>\$ 498,329</b>   | <b>\$ 496,439</b>   | <b>\$ 450,988</b>   | <b>\$ (47,341)</b>                      | <b>-9.5%</b> |
| <b>TOTAL</b>                                    | <b>\$ 1,580,192</b> | <b>\$ 2,407,917</b> | <b>\$ 2,381,842</b> | <b>\$ 2,513,582</b> | <b>\$ 105,665</b>                       | <b>4.4%</b>  |



**Economic Development  
Budget Detail**

|   | 2012<br>Actual    | 2013<br>Adopted   | 2013<br>Revised   | 2014<br>Adopted   | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg       |
|---|-------------------|-------------------|-------------------|-------------------|---|-------------|
| Contracted Services:                            |                   |                   |                   |                   |   |             |
| Project Specific                                | \$ 71,079         | \$ 225,000        | \$ 146,011        | \$ 225,000        | \$ -                                    | 0.0%        |
| <b>Subtotal - Contracted Services</b>           | <b>\$ 71,079</b>  | <b>\$ 225,000</b> | <b>\$ 146,011</b> | <b>\$ 225,000</b> | <b>\$ -</b>                             | <b>0.0%</b> |
| Other Services & Supplies:                      |                   |                   |                   |                   |   |             |
| Professional Services                           | \$ 1,295          | \$ 10,000         | \$ 10,000         | \$ 10,000         | \$ -                                    | 0.0%        |
| Printing & Publishing                           | 4,107             | 10,000            | 10,000            | 10,000            | -                                       | 0.0%        |
| Meetings/Training/Travel                        | 12,355            | 35,000            | 35,000            | 35,000            | -                                       | 0.0%        |
| Dues & Memberships                              | 19,000            | 20,500            | 20,500            | 24,000            | 3,500                                   | 17.1%       |
| Miscellaneous                                   | 7,391             | -                 | -                 | -                 | -                                       | -           |
| <b>Subtotal - Other Services &amp; Supplies</b> | <b>\$ 44,148</b>  | <b>\$ 75,500</b>  | <b>\$ 75,500</b>  | <b>\$ 79,000</b>  | <b>\$ 3,500</b>                         | <b>4.6%</b> |
| <b>TOTAL</b>                                    | <b>\$ 115,227</b> | <b>\$ 300,500</b> | <b>\$ 221,511</b> | <b>\$ 304,000</b> | <b>\$ 3,500</b>                         | <b>1.2%</b> |



**Nondepartmental  
Budget Detail**

|   | 2012<br>Actual      | 2013<br>Adopted     | 2013<br>Revised     | 2014<br>Adopted     | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg        |
|---|---------------------|---------------------|---------------------|---------------------|---|--------------|
| Contracted Services:                            |                     |                     |                     |                     |   |              |
| Project Specific                                |                     |                     |                     |                     |   |              |
| Grant Match Funds Contingency                   | \$ -                | \$ 50,000           | \$ 50,000           | \$ 50,000           | \$ -                                    | 0.0%         |
| Annexation Services Contingency                 | 44,900              | 50,000              | 50,000              | 50,000              | -                                       | 0.0%         |
| Snow Removal Services Contingency               | -                   | 50,000              | 50,000              | 50,000              | -                                       | 0.0%         |
| Legal Services Contingency                      | -                   | 50,000              | 50,000              | 50,000              | -                                       | 0.0%         |
| Legal Services - Deferred Payments              | -                   | -                   | 6,160               | 43,120              | 43,120                                  | -            |
| Legal Services - Special Projects               | 140,000             | 140,000             | 140,000             | 140,000             | -                                       | 0.0%         |
| Professional Services                           | 84,350              | 75,000              | 75,000              | 50,000              | (25,000)                                | -33.3%       |
| <b>Subtotal - Contracted Services</b>           | <b>\$ 269,250</b>   | <b>\$ 415,000</b>   | <b>\$ 421,160</b>   | <b>\$ 433,120</b>   | <b>\$ 18,120</b>                        | <b>4.4%</b>  |
| Other Services & Supplies:                      |                     |                     |                     |                     |   |              |
| Revenue Collection Services:                    |                     |                     |                     |                     |   |              |
| County Vendor Fee                               | \$ 198,271          | \$ 195,545          | \$ 216,126          | \$ 220,448          | \$ 24,903                               | 12.7%        |
| County Treasurer's Fee                          | 77,232              | 79,935              | 79,838              | 81,823              | 1,888                                   | 2.4%         |
| Incentive Agreements                            | 4,075,914           | 4,684,969           | 4,408,453           | 4,376,648           | (308,321)                               | -6.6%        |
| Leasing Services - Additional Space             | -                   | 2,800               | 2,800               | 2,800               | -                                       | 0.0%         |
| Leasing Services - Land Use Services            |                     |                     |                     |                     |   |              |
| Sublease  | -                   | (38,325)            | (38,325)            | (38,325)            | -                                       | 0.0%         |
| Miscellaneous                                   | 94,616              | 75,000              | 75,000              | 75,000              | -                                       | 0.0%         |
| <b>Subtotal - Other Services &amp; Supplies</b> | <b>\$ 4,446,033</b> | <b>\$ 4,999,924</b> | <b>\$ 4,743,892</b> | <b>\$ 4,718,394</b> | <b>\$ (281,530)</b>                     | <b>-5.6%</b> |
| <b>TOTAL</b>                                    | <b>\$ 4,715,283</b> | <b>\$ 5,414,924</b> | <b>\$ 5,165,052</b> | <b>\$ 5,151,514</b> | <b>\$ (263,410)</b>                     | <b>-4.9%</b> |





**Central Services  
Budget Detail**

|   | 2012<br>Actual    | 2013<br>Adopted   | 2013<br>Revised   | 2014<br>Adopted   | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg        |
|---|-------------------|-------------------|-------------------|-------------------|---|--------------|
| Other Services & Supplies:                      |                   |                   |                   |                   |   |              |
| Office Supplies                                 | \$ 36,541         | \$ 65,000         | \$ 65,000         | \$ 54,500         | \$ (10,500)                             | -16.2%       |
| Postage & Courier Services                      | 23,599            | 35,840            | 35,840            | 35,840            | -                                       | 0.0%         |
| Printing & Publishing                           | 26,896            | 24,300            | 24,300            | 34,300            | 10,000                                  | 41.2%        |
| Publications and Subscriptions                  | 5,360             | 6,000             | 6,000             | 6,500             | 500                                     | 8.3%         |
| Dues and Memberships                            | 24,549            | 28,440            | 30,040            | 33,115            | 4,675                                   | 16.4%        |
| Meetings/Training/Travel                        | 84,211            | 90,650            | 122,650           | 147,575           | 56,925                                  | 62.8%        |
| Tuition Reimbursement Program                   | 8,525             | -                 | -                 | -                 | -                                       | -            |
| Miscellaneous                                   | 20,166            | 10,000            | 25,000            | 25,000            | 15,000                                  | 150.0%       |
| <b>Subtotal - Other Services &amp; Supplies</b> | <b>\$ 229,847</b> | <b>\$ 260,230</b> | <b>\$ 308,830</b> | <b>\$ 336,830</b> | <b>\$ 76,600</b>                        | <b>29.4%</b> |
| <b>TOTAL</b>                                    | <b>\$ 229,847</b> | <b>\$ 260,230</b> | <b>\$ 308,830</b> | <b>\$ 336,830</b> | <b>\$ 76,600</b>                        | <b>29.4%</b> |



**Public Works  
Budget Detail**

|   | 2012<br>Actual      | 2013<br>Adopted      | 2013<br>Revised      | 2014<br>Adopted      | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg        |
|---|---------------------|----------------------|----------------------|----------------------|---|--------------|
| <b>Personnel Services:</b>                                  |                     |                      |                      |                      |   |              |
| Salaries and Wages  | \$ 797,495          | \$ 354,281           | \$ 391,465           | \$ 365,549           | \$ 11,268                               | 3.2%         |
| Benefits  | 167,632             | 116,198              | 107,426              | 115,332              | (866)                                   | -0.7%        |
| <b>Subtotal - Personnel Services</b>                        | <b>\$ 965,127</b>   | <b>\$ 470,479</b>    | <b>\$ 498,891</b>    | <b>\$ 480,881</b>    | <b>\$ 10,402</b>                        | <b>2.2%</b>  |
| <b>Contracted Services:</b>                                 |                     |                      |                      |                      |   |              |
| Public Works Service Provider                               | \$ 8,997,370        | \$ 9,743,347         | \$ 9,343,347         | \$ 9,383,711         | \$ (359,636)                            | -3.7%        |
| Total Other Contracted Services                             | \$ 8,997,370        | \$ 9,743,347         | \$ 9,343,347         | \$ 9,383,711         | \$ (359,636)                            | -3.7%        |
| <u>Other Program Services</u>                               |                     |                      |                      |                      |   |              |
| Animal Disposal   | \$ 4,149            | \$ 3,500             | \$ 5,000             | \$ 5,000             | \$ 1,500                                | 42.9%        |
| Mosquito Control  | 34,460              | 39,183               | 40,003               | 40,000               | 817                                     | 2.1%         |
| Other Professional Services                                 | 9,978               | 660,000              | 59,000               | 150,000              | (510,000)                               | -77.3%       |
| Total Other Public Works Services                           | \$ 48,587           | \$ 702,683           | \$ 104,003           | \$ 195,000           | \$ (507,683)                            | -72.2%       |
| <b>Total Contracted Services - Program Management</b>       | <b>\$ 9,045,957</b> | <b>\$ 10,446,030</b> | <b>\$ 9,447,350</b>  | <b>\$ 9,578,711</b>  | <b>\$ (867,319)</b>                     | <b>-8.3%</b> |
| <b>Other Contracted Services:</b>                           |                     |                      |                      |                      |   |              |
| <b>Maint. / Operations</b>                                  |                     |                      |                      |                      |   |              |
| <u>Streets</u>  |                     |                      |                      |                      |   |              |
| Materials - Snow Removal                                    | \$ 257,056          | \$ 342,770           | \$ 342,770           | \$ 375,000           | \$ 32,230                               | 9.4%         |
| Materials - Asphalt   | 92,837              | 94,500               | 101,000              | 105,000              | 10,500                                  | 11.1%        |
| Materials - Fuel  | 127,212             | 137,000              | 137,000              | 137,000              | -                                       | 0.0%         |
| Subtotal Streets and Roads                                  | \$ 477,105          | \$ 574,270           | \$ 580,770           | \$ 617,000           | \$ 42,730                               | 7.4%         |
| <b>Total Other Contracted Services: Maint. / Operations</b> | <b>\$ 477,105</b>   | <b>\$ 574,270</b>    | <b>\$ 580,770</b>    | <b>\$ 617,000</b>    | <b>\$ 42,730</b>                        | <b>7.4%</b>  |
| <u>Roadway Engineering</u>                                  |                     |                      |                      |                      |   |              |
| Roadway Data Collection                                     | \$ 153,059          | \$ -                 | \$ -                 | \$ -                 | \$ -                                    | -            |
| On-Call Services  | -                   | 5,000                | 6,100                | 5,000                | -                                       | 0.0%         |
| Subtotal Roadway Engineering                                | \$ 153,059          | \$ 5,000             | \$ 6,100             | \$ 5,000             | \$ -                                    | 0.0%         |
| <u>Traffic Signals</u>                                      |                     |                      |                      |                      |   |              |
| Signal Pole Inspections                                     | \$ -                | \$ -                 | \$ -                 | \$ 75,000            | \$ 75,000                               | -            |
| Signal Additions/Repair                                     | 176,690             | 199,590              | 224,590              | 224,590              | 25,000                                  | 12.5%        |
| Signal Pole Maintenance                                     | 123,319             | 75,000               | 75,000               | 75,000               | -                                       | 0.0%         |
| Subtotal Traffic Signals                                    | \$ 300,009          | \$ 274,590           | \$ 299,590           | \$ 374,590           | \$ 100,000                              | 36.4%        |
| <b>Total Other Contracted Services - Engineering</b>        | <b>\$ 453,068</b>   | <b>\$ 279,590</b>    | <b>\$ 305,690</b>    | <b>\$ 379,590</b>    | <b>\$ 100,000</b>                       | <b>35.8%</b> |
| <b>Total Contracted Services</b>                            | <b>\$ 9,976,130</b> | <b>\$ 11,299,890</b> | <b>\$ 10,333,810</b> | <b>\$ 10,575,301</b> | <b>\$ (724,589)</b>                     | <b>-6.4%</b> |



**Public Works (Cont.)**  
**Budget Detail**

|   | 2012<br>Actual       | 2013<br>Adopted      | 2013<br>Revised      | 2014<br>Adopted      | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg         |
|---|----------------------|----------------------|----------------------|----------------------|---|---------------|
| <b>Other Services &amp; Supplies:</b>                               |                      |                      |                      |                      |   |               |
| Utilities - Street Lights   | \$ 780,128           | \$ 839,500           | \$ 855,000           | \$ 870,000           | \$ 30,500                               | 3.6%          |
| Maintenance - Street Lights   | 78,056               | 98,000               | 98,000               | 98,000               | -                                       | 0.0%          |
| Utilities - Other Maintenance                                       | 569                  | 5,843                | 5,843                | 5,843                | -                                       | 0.0%          |
| Utilities - Traffic Signals   | 16,554               | 39,225               | 25,000               | 25,000               | (14,225)                                | -36.3%        |
| Utilities - Other   | -                    | 5,843                | -                    | -                    | (5,843)                                 | -100.0%       |
| Subtotal Street Lights  | \$ 875,307           | \$ 988,411           | \$ 983,843           | \$ 998,843           | \$ 10,432                               | 1.1%          |
| Public Works Contingency Costs                                      | \$ 41,889            | \$ 30,000            | \$ 120,400           | \$ 50,000            | \$ 20,000                               | 66.7%         |
| Public Works Transition Contingency Costs                           | 139,843              | 400,000              | -                    | -                    | (400,000)                               | -100.0%       |
| <b>Subtotal - Other Services &amp; Supplies</b>                     | <b>\$ 1,057,039</b>  | <b>\$ 1,418,411</b>  | <b>\$ 1,104,243</b>  | <b>\$ 1,048,843</b>  | <b>\$ (369,568)</b>                     | <b>-26.1%</b> |
| <b>Capital Outlay:</b>  |                      |                      |                      |                      |   |               |
| Machinery & Equipment   | \$ 22,970            | \$ -                 | \$ -                 | \$ -                 | \$ -                                    | -             |
| <b>Subtotal - Capital Outlay</b>                                    | <b>\$ 22,970</b>     | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>                             | <b>-</b>      |
| <b>Total Public Works, Before Transfers</b>                         | <b>\$ 12,021,266</b> | <b>\$ 13,188,780</b> | <b>\$ 11,936,944</b> | <b>\$ 12,105,025</b> | <b>\$ (1,083,755)</b>                   | <b>-8.2%</b>  |
| <b>Transfer to Capital Improvement Fund</b>                         | <b>\$ 14,931,665</b> | <b>\$ 7,975,000</b>  | <b>\$ 9,782,000</b>  | <b>\$ 9,071,883</b>  | <b>\$ 1,096,883</b>                     | <b>13.8%</b>  |
| <b>TOTAL PUBLIC WORKS AND CAPITAL<br/>IMPROVEMENT FUND TRANSFER</b> | <b>\$ 26,952,931</b> | <b>\$ 21,163,780</b> | <b>\$ 21,718,944</b> | <b>\$ 21,176,908</b> | <b>\$ 13,128</b>                        | <b>0.1%</b>   |



**Facilities & Fleet  
Budget Detail**

|   | 2012<br>Actual    | 2013<br>Adopted   | 2013<br>Revised     | 2014<br>Adopted   | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg         |
|---|-------------------|-------------------|---------------------|-------------------|---|---------------|
| <b>Facilities</b>                               |                   |                   |                     |                   |   |               |
| Contracted Services:                            |                   |                   |                     |                   |   |               |
| Security Services                               | \$ 67,246         | \$ -              | \$ -                | \$ -              | \$ -                                    | -             |
| <b>Subtotal - Contracted Services</b>           | <b>\$ 67,246</b>  | <b>\$ -</b>       | <b>\$ -</b>         | <b>\$ -</b>       | <b>\$ -</b>                             | <b>-</b>      |
| Other Services & Supplies:                      |                   |                   |                     |                   |   |               |
| Leasing Services - Land Use Services            |                   |                   |                     |                   |   |               |
| Sublease  | \$ (38,325)       | \$ -              | \$ -                | \$ -              | \$ -                                    | -             |
| Professional Services                           | 79,380            | 187,000           | 314,000             | 377,500           | 190,500                                 | 101.9%        |
| Utilities - Facilities                          | 51,196            | 50,000            | 127,100             | 127,450           | 77,450                                  | 154.9%        |
| Utilities - Centennial Center Park              | 6,552             | 15,000            | 15,000              | 15,000            | -                                       | 0.0%          |
| Telephone/Data - Alarm Lines                    | 784               | -                 | -                   | -                 | -                                       | -             |
| Building - Improvements                         | 9,138             | 10,500            | 170,500             | 22,000            | 11,500                                  | 109.5%        |
| Equipment - Rental, Repair, Maintenance         | 21,003            | -                 | -                   | -                 | -                                       | -             |
| Security & Fire Alarm Systems                   | -                 | -                 | 20,000              | 20,000            | 20,000                                  | -             |
| Equipment - Purchased                           | 864               | 7,500             | 11,500              | 11,500            | 4,000                                   | 53.3%         |
| Office Furniture & Fixtures                     | 11,562            | 21,045            | 39,826              | 26,000            | 4,955                                   | 23.5%         |
| Sewer And Water - Facilities                    | 14,411            | 12,200            | 47,200              | 47,200            | 35,000                                  | 286.9%        |
| Trash and Recycle - Facilities                  | 2,848             | 3,000             | 6,600               | 6,600             | 3,600                                   | 120.0%        |
| Trash and Recycle - Centennial Center Park      | 3,775             | 4,000             | 4,000               | 4,000             | -                                       | 0.0%          |
| Repair and Maintenance Building                 | 33,381            | 40,000            | 43,000              | 60,000            | 20,000                                  | 50.0%         |
| Repair and Maintenance Grounds                  | 29,935            | 30,000            | 22,750              | 15,000            | (15,000)                                | -50.0%        |
| Repair and Maintenance Office Equipment         | 564               | 500               | 1,000               | 1,000             | 500                                     | 100.0%        |
| Repair and Maintenance Other                    | 5,918             | 5,000             | 10,000              | 15,000            | 10,000                                  | 200.0%        |
| Miscellaneous                                   | -                 | 7,375             | 2,125               | 2,125             | (5,250)                                 | -71.2%        |
| <b>Subtotal - Other Services &amp; Supplies</b> | <b>\$ 232,986</b> | <b>\$ 393,120</b> | <b>\$ 834,601</b>   | <b>\$ 750,375</b> | <b>\$ 357,255</b>                       | <b>90.9%</b>  |
| Capital Outlay:                                 |                   |                   |                     |                   |   |               |
| Land Improvements                               | \$ -              | \$ -              | \$ 320,000          | \$ 160,000        | \$ 160,000                              | -             |
| <b>Subtotal - Capital Outlay</b>                | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ 320,000</b>   | <b>\$ 160,000</b> | <b>\$ 160,000</b>                       | <b>-</b>      |
| <b>Fleet</b>                                    |                   |                   |                     |                   |   |               |
| Capital Outlay:                                 |                   |                   |                     |                   |   |               |
| Vehicles  | \$ 8,165          | \$ -              | \$ -                | \$ -              | \$ -                                    | -             |
| <b>Subtotal - Capital Outlay</b>                | <b>\$ 8,165</b>   | <b>\$ -</b>       | <b>\$ -</b>         | <b>\$ -</b>       | <b>\$ -</b>                             | <b>-</b>      |
| Other Services & Supplies:                      |                   |                   |                     |                   |   |               |
| Vehicle Fuel & Maintenance Supplies             | \$ 5,607          | \$ 9,500          | \$ 9,500            | \$ 9,500          | \$ -                                    | 0.0%          |
| <b>Subtotal - Other Services &amp; Supplies</b> | <b>\$ 5,607</b>   | <b>\$ 9,500</b>   | <b>\$ 9,500</b>     | <b>\$ 9,500</b>   | <b>\$ -</b>                             | <b>0.0%</b>   |
| <b>TOTAL</b>                                    | <b>\$ 314,004</b> | <b>\$ 402,620</b> | <b>\$ 1,164,101</b> | <b>\$ 919,875</b> | <b>\$ 517,255</b>                       | <b>128.5%</b> |



**Law Enforcement  
Budget Detail**

|  | 2012<br>Actual       | 2013<br>Adopted      | 2013<br>Revised      | 2014<br>Adopted      | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg       |
|--|----------------------|----------------------|----------------------|----------------------|---|-------------|
| Contracted Services:                         |                      |                      |                      |                      |   |             |
| Arapahoe County Intergovernmental Agreement: |                      |                      |                      |                      |   |             |
| Sheriffs Office Services                     | \$ 20,256,500        | \$ 20,577,756        | \$ 20,260,895        | \$ 20,970,026        | \$ 392,270                              | 1.9%        |
| <b>Subtotal - Contracted Services</b>        | <b>\$ 20,256,500</b> | <b>\$ 20,577,756</b> | <b>\$ 20,260,895</b> | <b>\$ 20,970,026</b> | <b>\$ 392,270</b>                       | <b>1.9%</b> |
| <b>Less Allocation to Other Departments:</b> |                      |                      |                      |                      |   |             |
| Traffic Officers                             | (1,382,598)          | (1,430,989)          | (1,410,383)          | (1,459,746)          | (28,757)                                | 2.0%        |
| Liquor Enforcement                           | (44,170)             | (45,990)             | (45,328)             | (46,914)             | (924)                                   | 2.0%        |
| Indirect                                     | (184,603)            | (184,603)            | (184,603)            | (184,603)            | -                                       | 0.0%        |
| <b>TOTAL</b>                                 | <b>\$ 18,645,129</b> | <b>\$ 18,916,174</b> | <b>\$ 18,620,581</b> | <b>\$ 19,278,763</b> | <b>\$ 362,589</b>                       | <b>1.9%</b> |



**Animal Services  
Budget Detail**

|                                       | 2012<br>Actual    | 2013<br>Adopted   | 2013<br>Revised   | 2014<br>Adopted   | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg       |
|---------------------------------------|-------------------|-------------------|-------------------|-------------------|---|-------------|
| Contracted Services:                  |                   |                   |                   |                   |   |             |
| City Services:                        |                   |                   |                   |                   |   |             |
| Animal Services                       | \$ 598,857        | \$ 601,102        | \$ 601,102        | \$ 616,630        | \$ 15,528                               | 2.6%        |
| Project Specific                      | -                 | -                 | 15,000            | -                 | -                                       | -           |
| Miscellaneous                         | -                 | -                 | -                 | 3,840             | 3,840                                   | -           |
| <b>Subtotal - Contracted Services</b> | <b>\$ 598,857</b> | <b>\$ 601,102</b> | <b>\$ 616,102</b> | <b>\$ 620,470</b> | <b>\$ 19,368</b>                        | <b>3.2%</b> |
| <b>TOTAL</b>                          | <b>\$ 598,857</b> | <b>\$ 601,102</b> | <b>\$ 616,102</b> | <b>\$ 620,470</b> | <b>\$ 19,368</b>                        | <b>3.2%</b> |





**Municipal Court  
Budget Detail**

|   | 2012<br>Actual      | 2013<br>Adopted     | 2013<br>Revised     | 2014<br>Adopted     | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg       |
|---|---------------------|---------------------|---------------------|---------------------|---|-------------|
| Personnel Services:                             |                     |                     |                     |                     |   |             |
| Salaries and Wages                              | \$ 229,937          | \$ 251,377          | \$ 253,222          | \$ 260,913          | \$ 9,536                                | 3.8%        |
| Benefits  | 85,031              | 109,879             | 105,937             | 121,606             | 11,727                                  | 10.7%       |
| <b>Subtotal - Personnel Services</b>            | <b>\$ 314,968</b>   | <b>\$ 361,256</b>   | <b>\$ 359,159</b>   | <b>\$ 382,519</b>   | <b>\$ 21,263</b>                        | <b>5.9%</b> |
| Contracted Services:                            |                     |                     |                     |                     |   |             |
| Arapahoe County Intergovernmental Agreement:    |                     |                     |                     |                     |   |             |
| Traffic Officer Services                        | \$ 1,382,598        | \$ 1,430,989        | \$ 1,410,383        | \$ 1,459,746        | \$ 28,757                               | 2.0%        |
| Indirect Costs                                  | 184,603             | 184,603             | 184,603             | 184,603             | -                                       | 0.0%        |
| Temporary Personnel                             | -                   | 500                 | 500                 | 500                 | -                                       | 0.0%        |
| Judge Services                                  | 67,299              | 71,000              | 71,000              | 71,000              | -                                       | 0.0%        |
| Prosecution Services                            | 24,695              | 40,000              | 40,000              | 40,000              | -                                       | 0.0%        |
| Legal Services - General                        | 1,147               | 10,000              | 10,000              | 10,277              | 277                                     | 2.8%        |
| <b>Subtotal - Contracted Services</b>           | <b>\$ 1,660,342</b> | <b>\$ 1,737,092</b> | <b>\$ 1,716,486</b> | <b>\$ 1,766,126</b> | <b>\$ 29,034</b>                        | <b>1.7%</b> |
| Other Services & Supplies:                      |                     |                     |                     |                     |   |             |
| Professional Services                           | \$ 55,799           | \$ 62,000           | \$ 62,000           | \$ 62,000           | \$ -                                    | 0.0%        |
| Postage & Courier                               | 5,012               | 4,500               | 4,500               | 4,500               | -                                       | 0.0%        |
| Printing & Publishing                           | 8,521               | 15,700              | 15,700              | 15,700              | -                                       | 0.0%        |
| Bank/Merchant Processing                        | 40,156              | 38,800              | 38,800              | 38,800              | -                                       | 0.0%        |
| Equipment - Rental, Repair, Maintenance         | 2,972               | 9,000               | 9,000               | 9,000               | -                                       | 0.0%        |
| Software Supplies                               | 3,000               | 500                 | 500                 | 500                 | -                                       | 0.0%        |
| Office Supplies                                 | 4,556               | 6,000               | 6,000               | 6,000               | -                                       | 0.0%        |
| Dues and Memberships                            | 120                 | 320                 | 320                 | 320                 | -                                       | 0.0%        |
| Meetings/Training/Travel                        | 1,396               | 2,810               | 2,810               | 2,810               | -                                       | 0.0%        |
| Allowance for Bad Debt                          | (8,718)             | -                   | -                   | -                   | -                                       | -           |
| Miscellaneous                                   | 9,873               | 3,000               | 3,000               | 3,000               | -                                       | 0.0%        |
| <b>Subtotal - Other Services &amp; Supplies</b> | <b>\$ 122,687</b>   | <b>\$ 142,630</b>   | <b>\$ 142,630</b>   | <b>\$ 142,630</b>   | <b>\$ -</b>                             | <b>0.0%</b> |
| <b>TOTAL</b>                                    | <b>\$ 2,097,997</b> | <b>\$ 2,240,978</b> | <b>\$ 2,218,275</b> | <b>\$ 2,291,275</b> | <b>\$ 50,297</b>                        | <b>2.2%</b> |



**Community Development Administration  
Budget Detail**

|  | 2012<br>Actual     | 2013<br>Adopted    | 2013<br>Revised     | 2014<br>Adopted     | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg         |
|--|--------------------|--------------------|---------------------|---------------------|---|---------------|
| Personnel Services:  |                    |                    |                     |                     |   |               |
| Salaries and Wages   | \$ 317,933         | \$ 346,400         | \$ 254,518          | \$ 297,450          | \$ (48,950)                             | -14.1%        |
| Benefits   | 62,226             | 72,430             | 51,899              | 58,645              | (13,785)                                | -19.0%        |
| <b>Subtotal - Personnel Services</b>                                   | <b>\$ 380,159</b>  | <b>\$ 418,830</b>  | <b>\$ 306,417</b>   | <b>\$ 356,095</b>   | <b>\$ (62,735)</b>                      | <b>-15.0%</b> |
| Other Services & Supplies:   |                    |                    |                     |                     |   |               |
| Professional Services  | \$ 47,744          | \$ 56,000          | \$ 109,590          | \$ 56,000           | -                                       | 0.0%          |
| Printing & Publishing  | 934                | 1,000              | 1,900               | -                   | (1,000)                                 | -100.0%       |
| <b>Subtotal - Other Services &amp; Supplies</b>                        | <b>\$ 48,678</b>   | <b>\$ 57,000</b>   | <b>\$ 111,490</b>   | <b>\$ 56,000</b>    | <b>\$ (1,000)</b>                       | <b>-1.8%</b>  |
| <b>Total Community Development<br/>Administration Before Transfers</b> | <b>\$ 428,837</b>  | <b>\$ 475,830</b>  | <b>\$ 417,907</b>   | <b>\$ 412,095</b>   | <b>\$ (63,735)</b>                      | <b>-13.4%</b> |
| Transfers to Land Use Fund:  |                    |                    |                     |                     |   |               |
| Building Use Tax   | \$ 500,836         | \$ 325,000         | \$ 510,841          | \$ 400,000          | \$ 75,000                               | 23.1%         |
| General Fund Support   | (573,498)          | (353,762)          | (865,056)           | (618,669)           | (264,907)                               | 74.9%         |
| <b>Subtotal Transfers to Land Use Fund</b>                             | <b>\$ (72,662)</b> | <b>\$ (28,762)</b> | <b>\$ (354,215)</b> | <b>\$ (218,669)</b> | <b>\$ (189,907)</b>                     | <b>660.3%</b> |
| <b>TOTAL</b>   | <b>\$ 356,175</b>  | <b>\$ 447,068</b>  | <b>\$ 63,692</b>    | <b>\$ 193,426</b>   | <b>\$ (253,642)</b>                     | <b>-56.7%</b> |



**Code Compliance  
Budget Detail**

|   | 2012<br>Actual    | 2013<br>Adopted   | 2013<br>Revised   | 2014<br>Adopted   | 2013 Adopted/<br>2014 Adopted<br>\$ Chg | % Chg       |
|---|-------------------|-------------------|-------------------|-------------------|---|-------------|
| Contracted Services:                            |                   |                   |                   |                   |   |             |
| Code Compliance                                 | \$ 395,000        | \$ 406,850        | \$ 406,850        | \$ 419,869        | \$ 13,019                               | 3.2%        |
| <b>Subtotal - Contracted Services</b>           | <b>\$ 395,000</b> | <b>\$ 406,850</b> | <b>\$ 406,850</b> | <b>\$ 419,869</b> | <b>\$ 13,019</b>                        | <b>3.2%</b> |
| Other Services & Supplies:                      |                   |                   |                   |                   |   |             |
| Professional Services                           | \$ -              | \$ 20,000         | \$ 20,000         | \$ 20,000         | \$ -                                    | 0.0%        |
| <b>Subtotal - Other Services &amp; Supplies</b> | <b>\$ -</b>       | <b>\$ 20,000</b>  | <b>\$ 20,000</b>  | <b>\$ 20,000</b>  | <b>\$ -</b>                             | <b>0.0%</b> |
| <b>TOTAL</b>                                    | <b>\$ 395,000</b> | <b>\$ 426,850</b> | <b>\$ 426,850</b> | <b>\$ 439,869</b> | <b>\$ 13,019</b>                        | <b>3.1%</b> |



# Appendix



APPENDIX





## GLOSSARY

---

### **Accrual Basis of Accounting**

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

### **Ad Valorem Tax**

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

### **Adopted**

The budget as approved by the City Council.

### **Allocation**

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

### **American Recovery and Reinvestment Act of 2009**

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

### **Appropriation**

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

### **Assessed Valuation**

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

### **Asset**

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

### **Authorized Positions**

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

### **Automobile Use Tax**

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

### **Backloading**

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

### **Balanced Budget**

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

### **Baseline**

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

### **Basis of Budgeting**

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

### **Beginning/Ending Fund Balance**

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

### **Budget**

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

### **Budget Calendar**

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

### **Budget Message**

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

### **Budgetary Control**

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

### **Building Materials Use Tax**

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

**Building Permit Revenue**

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

**Capital Assets**

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

**Capital Expenditures**

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

**Capital Improvement Fund (CIF)**

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

**Capital Improvement Program (CIP)**

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

**Capital Outlay**

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

**Capital Projects**

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

**Cartegraph Software**

Computer software program used to track inquiries, work request and orders currently for Public Works and Code Compliance projects within the City of Centennial.

**Centennial Urban Redevelopment Authority (CURA)**

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

**Colorado Municipal League (CML)**

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

**Community Development Block Grants (CDBG)**

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

**Comprehensive Annual Financial Report (CAFR)**

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

**Conservation Trust Fund (CTF)**

Accounts for lottery proceeds received from the State of Colorado. Spending is restricted and the City's share is determined by population data and the existence of special recreations districts.

**Contingency**

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

**Continuing Appropriations or Carryovers**

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

**Contracted Services**

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

**Contractual Services**

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

**Cost Allocation**

A method used to charge costs to other funds.



**Council-Manager Form of Government**

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

**Debt**

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

**Debt Service Fund**

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

**Deficit**

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

**Denver Regional Council of Governments (DRCOG)**

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

**Department**

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

**Depreciation**

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

**Designated Reserves**

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

**Development Fees**

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

**Disbursement**

The expenditures of monies from an account.

**Division**

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

**Encumbrance**

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

**Energy Efficiency and Conservation Block Grant**

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

**Enterprise Fund**

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

**Estimate**

Represents the most recent estimate for current year revenue and expenditures. Estimates are



based upon several months of actual expenditure and revenue experience. Estimates consider the impact of unanticipated price changes or other economic factors.

**Expenditure**

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

**Expense**

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

**Fee**

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

**Fiduciary Funds**

Fiduciary Funds are either Trust Funds or Agency Funds. Trust Funds are used to account for assets held by the government in a trustee capacity. Agency Funds are used to account for assets held by the government as an agent for individuals, private organizations, and other governments and/or funds.

**Fines**

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

**Fiscal Policy**

A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investments. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

**Fiscal Year**

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

**Full-Time Equivalent (FTE)**

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

**Fund**

A set of inter-related accounts to record revenues

and expenditures associated with a specific purpose.

**Fund Balance**

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

**General Fund**

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

**General Improvement District (GID)**

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

**Generally Accepted Accounting Principles (GAAP)**

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

**Geographic Information System (GIS)**

A Geographic Information System is a computer system capable of assembling, storing, manipulating, and displaying geographically referenced information (e.g., data identified according to their locations).

**Government Finance Officers Association (GFOA)**

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

**Governmental Accounting Standards Board (GASB)**

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

**Grant**

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

**Highway Users Tax Fund (HUTF)**

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

**Human Resource Information System (HRIS)**

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

**Infrastructure**

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

**Interest Income**

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

**Interfund Transfer**

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

**Intergovernmental Agreement**

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

**Intergovernmental Revenue**

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

**Land Development Code**

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

**Leadership in Energy and Environmental Design (LEED)**

Certified buildings constructed in environmentally

friendly ways ("green"). The LEED Green Building Rating System is a nationally accepted benchmark established by the U.S. Green Building Council.

**Levy**

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

**Licenses and Permits**

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

**Line Item**

Funds requested and/or appropriated on a detailed or itemized basis.

**Long-term Debt**

Debt with a maturity of more than one year after the date of issuance.

**Master Plan**

A planning guide that provides a framework for general department direction and large-scale projects with multiple elements. A master plan outlines appropriate measures for development and sustainability, generally over five to ten year intervals and may include: public input through meetings, focus groups, and citizen surveys; programming, inventory, and budgetary analysis; service and gap analysis; and goals and recommendations to meet future needs.

**Mill Levy**

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

**Mission Statement**

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

**Modified Accrual Basis of Accounting**

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

**Mountain States Employers Council (MSEC)**

A non-profit membership organization, founded in 1939, designed to partner with employers to maintain effective employer/employee



relationships. A "one-stop shopping" resource for members in the areas of human resource management, employment law, surveys, and training.

**Objective**

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

**Operating Budget**

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

**Operating Revenue**

Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

**Ordinance**

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

**Performance Measures**

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

**Personnel Services**

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

**Program**

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

**Program Budget**

A budget, which allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.

**Property Tax**

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

**Proposed Budget**

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

**Reappropriation**

A specific amount of money authorized by City Council for an approved expenditure during a previous period and carried forward to the subsequent year; also known as a carryover expenditure.

**Reserve**

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

**Revenue**

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

**Risk Management**

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

**RSS Feed**

An electronic format to deliver regularly changing web content.

**Sales Tax**

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

**Service Level**

Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

**Special Revenue Funds**

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

**Specific Ownership Tax**

The Specific Ownership Tax is paid by owners of motor vehicles, trailers, semi-trailers and trailer-coaches in lieu of all ad valorem taxes on motor vehicles.

**Tax Increment Financing (TIF)**

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

**Taxpayer's Bill of Rights (TABOR)**

Colorado voters approved an amendment to the Colorado Constitution that placed limits on revenue and expenditures of the State and all local governments in 1992.

**Transfers**

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

**Trust Funds**

Funds used to account for assets held by a government in a trustee capacity for individual, private organizations, other governments, and/or other funds.

**Undesignated Reserves**

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

**Unencumbered Balance**

The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

**Urban Renewal Area**

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

**Use Tax**

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

## ACRONYMS



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





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



|                  |   |
|------------------|---|
| <b>GMTC</b>      | Greater Metro Telecommunications Consortium               |
| <b>GOCO</b>      | Great Outdoors Colorado                                   |
| <b>GWV or GV</b> | Greenwood Village   |
| <b>HB</b>        | House Bill  |
| <b>HIP</b>       | Home Improvement Program                                  |
| <b>HOA</b>       | Homeowners' Association                                   |
| <b>HOT Lanes</b> | High-Occupancy Toll Lanes                                 |
| <b>HOV</b>       | High-Occupancy Vehicle                                    |
| <b>HRIS</b>      | Human Resource Information System                         |
| <b>HUTF</b>      | Highway Users Tax Fund                                    |
| <b>HVAC</b>      | Heating, Ventilation and Air Conditioning                 |
| <b>IBC</b>       | International Building Code (adopted in Centennial)       |
| <b>ICMA</b>      | International City/County Management Association          |
| <b>IFC</b>       | International Fire Code (adopted in Centennial)           |
| <b>IGA</b>       | Intergovernmental Agreement                               |
| <b>IIMC</b>      | International Institute of Municipal Clerks               |
| <b>IPA</b>       | Integrated Assessment Plan                                |
| <b>IRC</b>       | International Residential Code (adopted in Centennial)    |
| <b>IREA</b>      | Intermountain Rural Electric Association                  |
| <b>ISDS</b>      | Individual Sewage Disposal System                         |
| <b>ISTEA</b>     | Intermodal Surface Transportation Efficiency Act          |
| <b>IT</b>        | Information Technology                                    |
| <b>ITE</b>       | Institute of Traffic Engineers                            |
| <b>ITS</b>       | Information Technology System                             |
| <b>ITS</b>       | Intelligent Transportation Systems                        |
| <b>IVR</b>       | Interactive Voice Response System                         |
| <b>JARC</b>      | Job Access/Reverse Commute                                |
| <b>KPM</b>       | Key Performance Measurement                               |
| <b>L&amp;E</b>   | Location & Event  |
| <b>LDC</b>       | Land Development Code (same as Land Use Code)             |
| <b>LEED</b>      | Leadership in Energy and Environmental Design             |
| <b>LID</b>       | Local Improvement District                                |
| <b>LLA</b>       | Centennial Liquor Licensing Authority                     |
| <b>LLC</b>       | Limited Liability Company                                 |
| <b>LOC</b>       | Letter of Credit (form of security to ensure performance) |
| <b>LOMR</b>      | Letter of Map Revision                                    |
| <b>LOS</b>       | Level of Service  |
| <b>LPS</b>       | Littleton Public Schools                                  |
| <b>LRT</b>       | Light Rail Transit  |
| <b>LUC</b>       | Land Use Committee  |
| <b>LUF</b>       | Land Use Fund   |
| <b>MCAA</b>      | Metro City Attorneys Association                          |
| <b>MDP</b>       | Master Development Plan                                   |
| <b>MIS</b>       | Major Investment Study                                    |
| <b>MMC</b>       | Master Municipal Clerk                                    |
| <b>MOA</b>       | Memorandum of Agreement                                   |
| <b>MOU</b>       | Memorandum of Understanding                               |
| <b>MPO</b>       | Metropolitan Planning Organization                        |
| <b>MS</b>        | Minor Subdivision   |
| <b>MSA</b>       | Metropolitan Statistical Area                             |
| <b>MSEC</b>      | Mountain States Employers Council                         |
| <b>MTC</b>       | Model Traffic Code  |
| <b>MU-PUD</b>    | Mixed Use Planned Unit Development                        |
| <b>MUD</b>       | Mixed Use Development                                     |



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



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



## RESOLUTIONS

---

### CITY OF CENTENNIAL, COLORADO

#### RESOLUTION NO. 2013-R-74

#### **A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CENTENNIAL, COLORADO AMENDING AND ADOPTING THE CITY OF CENTENNIAL REVISED 2013 BUDGET AND APPROVING A SUPPLEMENTAL APPROPRIATION AND ADOPTING THE 2014 PROPOSED BUDGET AND APPROPRIATING SUMS OF MONEY**

WHEREAS, pursuant to Section 11.5 of the Centennial Home Rule Charter and Section 2-2-130(b)(3) of the Centennial Municipal Code, the City Manager of the City of Centennial shall cause to be prepared and shall submit to the Council the annual City budget; and

WHEREAS, the City is authorized by Section 11.13 of its Home Rule Charter and Section 29-1-109, C.R.S., to establish and amend its annual budget and to make transfers and supplemental appropriations of budgeted funds; and

WHEREAS, the City Manager prepared and submitted a revised 2013 Budget ("2013 Revised Budget") and proposed budget for Fiscal Year 2014 ("2014 Budget") to the City Council for the Council's consideration in accordance with the Home Rule Charter for the City of Centennial and any applicable law; and

WHEREAS, both the 2013 Revised Budget and the 2014 Budget remain in balance, as required by Colorado State Budget Law (§ 29-1-103, C.R.S.) and the Home Rule Charter; and

WHEREAS, upon due and proper notice, published in accordance with Sections 29-1-106 and 29-1-109, C.R.S., both the 2013 Revised Budget and the 2014 Budget were open for inspection by the public at the Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado, and a public hearing was held on November 04, 2013, at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado; and

WHEREAS, interested citizens of the City were given the opportunity to file or register any objections to the proposed 2013 Revised Budget and 2014 Budget; and

WHEREAS, in accordance with the requirements of Section 11.13 of the City's Home Rule Charter, the supplemental appropriations contemplated hereunder (a) do not exceed the amount by which actual and anticipated revenues of 2013 exceed the revenues estimated in the budget, and (b) are authorized only following a public hearing prior to the vote of the City Council on this resolution; and (c) require an affirmative vote of a majority of the City Council; and

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





City of Centennial  
Resolution No. 2013-R-74  
Page 2

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

**Section 1. 2013 Revised Budget.**

- A. The 2013 Revised Budget as presented to the City Council is hereby approved and adopted as a revision to the approved 2013 Budget. Such Revised Budget is incorporated into this Resolution as if set out in full. Copies of the 2013 Revised Budget shall be made available for public inspection upon request in the office of the City Clerk for the City of Centennial.
- B. Nothing herein shall prevent or preclude the City Council from amending or otherwise modifying the adopted budget as may be permitted by law.

**Section 2. 2013 Supplemental Appropriations.**

Supplemental appropriations for 2013 are hereby approved for the City and are included within the 2013 Revised Budget as shown on the attached "All City Funds Summary" as "2013 Revised Financial Uses," which numbers includes all 2013 appropriations, including the supplements authorized hereby, for each identified fund.

**Section 3. 2014 Budget.**

- A. The 2014 Proposed Budget for the City of Centennial as presented to the City Council is hereby approved and adopted and shall be known as the 2014 Budget for the City. The 2014 Budget is incorporated into this Resolution as if set out in full. Attached to this Resolution is a "Funds Summary" summarizing the financial resources, financial uses, and funds available for the City. Copies of the 2014 Budget shall be made available for public inspection upon request in the office of the City of Centennial City Clerk.
- B. Reserves have been or are hereby established in order to meet the requirement for emergency reserves required under Article X, Section 20 of the Colorado Constitution ("TABOR").
- C. The Budget, as hereby approved and adopted, shall be certified by the Mayor to all appropriate agencies and is made a part of the public records of the City of Centennial.
- D. Nothing herein shall prevent or preclude the City Council from amending or otherwise modifying the adopted budget as may be permit by law.

**Section 4. 2014 Appropriations.**

- A. Appropriations for 2014 are hereby approved for the City and are identified in the 2014 Budget and the attached "All City Funds Summary" as "2014 Financial Uses."





City of Centennial  
Resolution No. 2013-R-74  
Page 3

- B. The 2014 Budget provides that appropriations for budget year 2014 for the City (except for the City's General Fund) shall also include appropriation of previously budgeted and appropriated, but remaining unexpended, funds from 2013 and such funds shall remain available for expenditure in 2014 for the identified purposes of the City as the budget may be amended and appropriations supplemented by the City Council in accordance with applicable law.

**Section 5.** This Resolution shall be effective immediately upon adoption.

ADOPTED by an affirmative vote of a majority of the City Council in accordance with Section 11.13(a) (3) of the City's Home Rule charter with a vote of 8 in favor and 0 against this 4th day of November, 2013.

By: [Signature]  
Stephanie Piko, Mayor Pro Tem

ATTEST:

By: [Signature]  
City Clerk or Deputy City Clerk

APPROVED AS TO FORM:

[Signature]  
For City Attorney's Office

I hereby certify that to the best of my knowledge the above and attached are true and correct copies of the 2013 Revised Budget and the 2014 Budget of the City of Centennial as summarized by fund and adopted by City Council.

By: [Signature]  
Stephanie Piko, Mayor Pro Tem



### ALL CITY FUNDS SUMMARY

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

| <b>Funds</b>                | <b>2013<br/>Beginning<br/>Balance</b> | <b>2013 Revised<br/>Financial<br/>Resources</b> | <b>2013 Revised<br/>Financial<br/>Uses</b> | <b>2013<br/>Ending<br/>Balance</b> | <b>2014<br/>Financial<br/>Resources</b> | <b>2014<br/>Financial<br/>Uses</b> | <b>2014<br/>Ending<br/>Balance</b> |
|-----------------------------|---------------------------------------|---|--|------------------------------------|---|------------------------------------|------------------------------------|
| General                     | \$ 29,651,887                         | \$ 60,927,167                                   | \$ 58,415,044                              | \$ 32,164,010                      | \$ 61,056,036                           | \$ 58,121,897                      | \$ 35,098,149                      |
| Special Revenue Funds       | 6,290,869                             | 3,683,825                                       | 9,974,694                                  | -                                  | 2,477,877                               | 2,477,877                          | -                                  |
| Open Space                  | 4,660,222                             | 3,113,563                                       | 7,773,785                                  | -                                  | 1,907,515                               | 1,907,515                          | -                                  |
| Conservation Trust          | 1,630,647                             | 570,262   | 2,200,909                                  | -                                  | 570,362                                 | 570,362                            | -                                  |
| Capital Improvement Fund    | 7,441,911                             | 11,821,067                                      | 18,433,076                                 | 829,902                            | 9,995,500                               | 9,995,500                          | 829,902                            |
| Enterprise Fund (Land Use)  | -                                     | 2,979,785                                       | 2,979,785                                  | -                                  | 2,913,331                               | 2,913,331                          | -                                  |
| <b>Total All City Funds</b> | <b>\$ 43,384,667</b>                  | <b>\$ 79,411,844</b>                            | <b>\$ 89,802,599</b>                       | <b>\$ 32,993,912</b>               | <b>\$ 76,442,744</b>                    | <b>\$ 73,508,605</b>               | <b>\$ 35,928,051</b>               |

Note: Subsequent to the adoption of the 2013 Revised and 2014 Budgets on November 4, 2013, a supplemental budget appropriation was approved on December 9, 2013 for the Land Use Fund. The 2013 Revised Financial Resources for the Land Use Fund is amended to \$3,399,785 and the 2013 Revised Financial Uses for the Land Use Fund is amended to \$3,399,785. The resolution for the supplemental budget appropriation is shown on the following two pages.



**CITY OF CENTENNIAL,  
COLORADO**

**RESOLUTION NO. 2013-R-89**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF  
CENTENNIAL, COLORADO AMENDING THE 2013 BUDGET AND  
APPROVING A SUPPLEMENTAL APPROPRIATION FOR THE LAND  
USE FUND**

**WHEREAS**, by Resolution 2012-R-68, the City Council approved the 2013 budget and appropriated funds in accordance with such budget, which budget was further amended and funds appropriated in accordance therewith by supplemental appropriations resolutions adopted from time to time in the 2013 calendar year; and

**WHEREAS**, the City is authorized by Section 11.13 of its Home Rule Charter and Section 29-1-109, C.R.S., to establish and amend its annual budget and to make transfers and supplemental appropriations of budgeted funds; and

**WHEREAS**, the City provided notice of a public hearing concerning this Resolution in accordance with Section 29-1-106, C.R.S., by publishing notice once in a newspaper of general circulation and held such public hearing as required by state statute and by Section 11.13(a)(2) of the Home Rule Charter; and

**WHEREAS**, the City Council desires to amend the 2013 budget and approve supplemental budget appropriations for the Land Use Fund as set forth in this Resolution; and

**WHEREAS**, the additional appropriations contemplated by this Resolution do not exceed the amount of estimated revenues and fund balance in budget year 2013.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF CENTENNIAL, COLORADO AS FOLLOWS:**

**Section 1.** The City Council hereby amends the Land Use Fund 2013 Budget for the City of Centennial as follows:

| <b>Land Use Fund –<br/>2013 <u>Revenues</u></b> | <b>2013<br/>Budget As<br/>Amended<br/>to Date</b> | <b>2013<br/>Amended</b> | <b>\$ Change</b> | <b>% Change</b> |
|---|---|-------------------------|------------------|-----------------|
| Building Services                               | \$2,500,000                                       | \$2,900,000             | \$400,000        | 16.0%           |
| Contractor Licensing                            | \$240,000   | \$260,000               | \$20,000         | 8.3%            |
| <b>Total Revenues</b>                           | <b>\$2,740,000</b>                                | <b>\$3,160,000</b>      | <b>\$420,000</b> | <b>15.3%</b>    |



City of Centennial  
Resolution No. 2013-R-89  
Page 2

| <b>Land Use Fund –<br/>2013 <u>Expenses</u></b> | <b>2013<br/>Budget As<br/>Amended<br/>to Date</b> | <b>2013<br/>Amended</b> | <b>\$ Change</b> | <b>% Change</b> |
|---|---|-------------------------|------------------|-----------------|
| Building Services                               | \$1,875,000                                       | \$2,275,000             | \$400,000        | 21.3%           |
| Contractor Licensing                            | \$120,000   | \$140,000               | \$20,000         | 16.7%           |
| <b>Total Expenses</b>                           | <b>\$1,995,000</b>                                | <b>\$2,415,000</b>      | <b>\$420,000</b> | <b>21.1%</b>    |

**Section 2.** The City Council hereby approves the following supplemental appropriations from the Land Use Fund for Fiscal Year 2013 in addition to other funds previously appropriated for 2013:

|                                    |           |
|------------------------------------|-----------|
| Land Use Fund Building Services    | \$400,000 |
| Land Use Fund Contractor Licensing | \$20,000  |

**Section 3.** The Finance Director of the City of Centennial is authorized to make mathematical computations to the 2013 Budget to ensure that the amendments provided by this Resolution are properly accounted for and such Budget properly reflects the approved amendments.

**Section 4.** This Resolution shall be effective immediately upon adoption.

ADOPTED by an affirmative vote of a majority of the City Council in accordance with Section 11.13(a)(3) of the City's Home Rule charter with a vote of 9 in favor and 0 against this 9<sup>th</sup> day of December, 2013.

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

ATTEST:

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

Approved as to Form:

By: PONTI  
For City Attorney's Office





**CITY OF CENTENNIAL,  
COLORADO**

**RESOLUTION NO. 2013-R-80**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CENTENNIAL,  
COLORADO TO SET THE 2013 MILL LEVY**

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

WHEREAS, the City Manager timely prepared and submitted a proposed budget for Fiscal Year 2014 ("Budget") to the City Council for the Council's consideration; and

WHEREAS, upon due and proper notice, published in accordance with Sections 29-1-108 and 29-1-109, C.R.S., the proposed Budget was open for inspection by the public at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado, and a public hearing was held on November 4, 2013, at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado; and

WHEREAS, in accordance with applicable law, following the public hearing on November 4, 2013, the City Council approved the 2014 Budget and made necessary appropriations by Resolution 2013-R-74; and

WHEREAS, the funds necessary to meet projected appropriations for Fiscal Year 2014 equal the amount of \$58,121,897; and

WHEREAS, the 2013 net valuation for assessment of real property within the City, as certified by the Arapahoe County Assessor, is \$1,614,231,762; and

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

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

**TO SET MILL LEVY**

1. That for the purpose of meeting general operating expenses of the City during the 2014 budget year, there is hereby levied a tax of 4.982 mills plus 0.091 mills for abatements and refunds upon each dollar of total valuation for assessment of all taxable property within the City, to raise \$8,188,998 in revenue, of which 1% will be paid to the Arapahoe County Treasurer as a collection fee.



City of Centennial  
Resolution No. 2013-R-80  
Page 2

2. That the Mayor of the City is hereby authorized and directed to immediately certify to the County Commissioners of Arapahoe County, Colorado, the mill levy for the City as hereinabove determined and set.

ADOPTED by a vote of 9 in favor and 0 against this 9th day of December, 2013.

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

ATTEST:

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

APPROVED AS TO FORM:

Pom HNT  
For City Attorney's Office



**CERTIFICATION OF TAX LEVIES**

DISTRICT ID 3013

CITY OF CENTENNIAL

Page 1.

TO: County Commissioners of Arapahoe County, Colorado

For the year 2013, the City Council of the  
(governing body)City of Centennial hereby certifies a total levy of 5.073 mills  
(unit of government)to be extended by you upon the total assessed valuation of \$ 1,614,231,762to produce \$ 8,188,998 in revenue.

The levies and revenues are for the following purposes:

|  | LEVY                                  | REVENUE                            |
|--|---------------------------------------|------------------------------------|
| 1. General Operating Expense   | <u>4.982</u> mills                    | \$ <u>8,041,810</u>                |
| 2. Refund / Abatements   | <u>0.091</u> mills                    | \$ <u>147,178</u>                  |
| 3. Temporary Tax Credit or   |                                       |                                    |
| Rate Reduction (minus)   | < <u>                    </u> > mills | \$ < <u>                    </u> > |
| SUBTOTAL   | <u>5.073</u> mills                    | \$ <u>8,188,988</u>                |
| 4. General Obligation Bonds and Interest                                       |                                       |                                    |
| a. See attached description  | <u>                    </u> mills     | \$ <u>                    </u>     |
| b. See attached description  | <u>                    </u> mills     | \$ <u>                    </u>     |
| SUBTOTAL   | <u>                    </u> mills     | \$ <u>                    </u>     |
| 5. Contractual Obligations   |                                       |                                    |
| Approved at election   | <u>                    </u> mills     | \$ <u>                    </u>     |
| a. See attached description  | <u>                    </u> mills     | \$ <u>                    </u>     |
| b. See attached description  | <u>                    </u> mills     | \$ <u>                    </u>     |
| SUBTOTAL   | <u>                    </u> mills     | \$ <u>                    </u>     |
| 6. Capital Expenditures levied pursuant to 29-1-301(1.2) or 29-1-302(1.5) CRS. | <u>                    </u> mills     | \$ <u>                    </u>     |
| 7. Other (specify)   | <u>                    </u> mill      | \$ <u>                    </u>     |
| TOTAL  | <u>5.073</u> mills                    | \$ <u>8,188,998</u>                |

Contact Person: Dawn Priddy, Finance Director Daytime Telephone Number 303-754-3325Signed Cathy A. Brown Title Mayor

NOTE: Certification must be to three decimal places only.

Send copy to the Division of Local Government

IF YOU ARE LOCATED IN MORE THAN ONE COUNTY, PLEASE LIST ALL COUNTIES HERE:



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

**RESOLUTION NO. 2013-CPGID-R-01**

**A RESOLUTION AMENDING AND ADOPTING THE CHERRY  
PARK GENERAL IMPROVEMENT DISTRICT REVISED 2013  
BUDGET AND APPROVING A SUPPLEMENTAL APPROPRIATION  
AND ADOPTING THE 2014 BUDGET AND APPROPRIATING SUMS  
OF MONEY**

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

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

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

WHEREAS, in accordance with Section 2-2-130(b)(3) of the Centennial Municipal Code, the City Manager of the City of Centennial, in the capacity as the Executive Director of the District, is required to cause the preparation and submission to the City Council of the annual City budget of City-owned and controlled districts, and the City Manager submitted a revised 2013 Budget ("2013 Revised Budget") and a proposed District 2014 Budget ("2014 Budget") to the City Council acting as the Board of Directors of the District; and

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

WHEREAS, the 2013 Revised Budget and 2014 Budget remain in balance, as required by law; and

WHEREAS, upon due and proper notice, published in accordance with Sections 29-1-106 and 29-1-109, C.R.S., the proposed 2013 Revised Budget and 2014 Budget were open for inspection by the public at the Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado, and a public hearing was held on November 4, 2013, at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado; and



Cherry Park General Improvement District  
Resolution No. 2013-CPGID-R-01  
Page 2

WHEREAS, interested electors of the District were given the opportunity to file or register any objections to the proposed 2013 Revised Budget and 2014 Budget; and

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

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

**Section 1. 2013 Revised Budget.**

- A. The 2013 Revised Budget as presented to the Board of Directors is hereby approved and adopted as a revision to the approved 2013 Budget. Such Revised Budget is incorporated into this Resolution as if set out in full. Copies of the 2013 Revised Budget shall be made available for public inspection upon request in the office of the City Clerk for the City of Centennial.
- B. Nothing herein shall prevent or preclude the Board of Directors from amending or otherwise modifying the adopted budget as may be permitted by law.

**Section 2. 2013 Supplemental Appropriations.**

Supplemental appropriations for 2013 are hereby approved for the District and are included within the 2013 Revised Budget as shown on the attached "General Improvement District Funds Summary" in the row labeled "Cherry Park GID" as "2013 Revised Financial Uses" which number includes all 2013 appropriations, including the supplemental appropriation authorized hereby, for the District.

**Section 3. 2014 Budget.**

- A. The 2014 Proposed Budget for the Cherry Park General Improvement District as presented to the Board of Directors is hereby approved and adopted and shall be known as the 2014 Budget for the District. The 2014 Budget is incorporated into this Resolution as if set out in full. Attached to this Resolution is a "Funds Summary" summarizing the financial resources, financial uses, and funds available for the District. Copies of the 2014 Budget shall be made available for public inspection upon request in the office of the City of Centennial City Clerk.
- B. Reserves have been or are hereby established in order to meet the requirement for emergency reserves required under Article X, Section 20 of the Colorado Constitution ("TABOR").
- C. The Budget, as hereby approved and adopted, shall be certified by the Chairperson of the District to all appropriate agencies and is made a part of the public records of the District and the City of Centennial.





Cherry Park General Improvement District  
Resolution No. 2013-CPGID-R-01  
Page 3

- D. Nothing herein shall prevent or preclude the Board of Directors of the District from amending or otherwise modifying the adopted budget as may be permit by law.

**Section 4. 2014 Appropriations.**

- A. Appropriations for 2014 are hereby approved for the District and are identified in the 2014 Budget and the attached "General Improvement District Funds Summary" as "2014 Financial Uses."
- B. The 2014 Budget provides that appropriations for budget year 2014 for the District shall also include appropriation of previously budgeted and appropriated, but remaining unexpended, funds from 2013 and such funds shall remain available for expenditure in 2014 for the identified purposes of the District as the budget may be amended and appropriations supplemented by the Board of Directors in accordance with applicable law.

**Section 5.** This Resolution shall be effective immediately upon adoption.

ADOPTED by a vote of 8 in favor and 0 against this 4<sup>th</sup> day of November, 2013.

By: \_\_\_\_\_

Chairperson of the District

ATTEST:

By: \_\_\_\_\_

Secretary to District

Approved as to Form:

By: \_\_\_\_\_

Attorney for District

I hereby certify that to the best of my knowledge the above and the budgets presented to the Board of Directors with this Resolution are true and correct copies of the 2013 Revised Budget and the 2014 Budget of the Cherry Park General Improvement District as adopted by the Board of Directors of the District.

By: \_\_\_\_\_

Chairperson of the District



### GENERAL IMPROVEMENT DISTRICT FUNDS SUMMARY

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

| <b>Funds</b>          | <b>2013<br/>Beginning<br/>Balance</b> | <b>2013 Revised<br/>Financial<br/>Resources</b> | <b>2013 Revised<br/>Financial<br/>Uses</b> | <b>2013<br/>Ending<br/>Balance</b> | <b>2014<br/>Financial<br/>Resources</b> | <b>2014<br/>Financial<br/>Uses</b> | <b>2014<br/>Ending<br/>Balance</b> |
|-----------------------|---------------------------------------|---|--|------------------------------------|---|------------------------------------|------------------------------------|
| Special Revenue Funds | 768,686                               | 375,316   | 996,684                                    | 147,318                            | 373,512                                 | 520,830                            | -                                  |
| Cherry Park GID       | 112,236                               | 49,207  | 143,213                                    | 18,230                             | 50,913                                  | 69,143                             | -                                  |
| FoxRidge GID          | 160,101                               | 54,677  | 163,405                                    | 51,373                             | 57,909                                  | 109,282                            | -                                  |
| Walnut Hills GID      | 439,052                               | 74,648  | 458,169                                    | 55,531                             | 76,221                                  | 131,752                            | -                                  |
| Antelope GID          | 57,297                                | 196,784   | 231,897                                    | 22,184                             | 188,469                                 | 210,653                            | -                                  |



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

**RESOLUTION NO. 2013-CPGID-R-02**

**A RESOLUTION OF THE BOARD OF DIRECTORS OF THE  
CHERRY PARK GENERAL IMPROVEMENT DISTRICT TO SET  
THE 2013 MILL LEVY**

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

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

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

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

WHEREAS, the City Manager submitted a proposed District 2014 Budget ("Budget") to the Board of Directors of the District; and

WHEREAS, upon due and proper notice, published in accordance with Sections 29-1-108 and 29-1-109, C.R.S., the proposed Budget was open for inspection by the public at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado, and a public hearing was held on November 4, 2013, at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado; and

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

WHEREAS, following the public hearing, the Budget was adopted by the Board on November 4, 2013; and

WHEREAS, the amount of money available for 2014 Financial Uses is \$69,143; and

WHEREAS, the 2013 net valuation for assessment of real property within the District, as certified by the Arapahoe County Assessor, is \$10,810,140.





Cherry Park General Improvement District  
Resolution No. 2013-CPGID-R-02  
Page 2

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

**TO SET MILL LEVY**

1. That for the purpose of meeting general operating expenses of the District during the 2014 budget year, there is hereby levied a tax of 4.437 mills less a temporary tax credit of 0.530 mills upon each dollar of total valuation for assessment of all taxable property within the District, to raise \$42,235 in revenue, of which 1.5% will be paid to the Arapahoe County Treasurer as a collection fee.
2. That the Chairperson of the District is hereby authorized and directed to immediately certify to the County Commissioners of Arapahoe County, Colorado, the mill levy for the District as hereinabove determined and set.

ADOPTED by a vote of 9 in favor and 0 against this 9th day of December, 2013.

By: Cathy A. Han  
Chairperson of the District

ATTEST:  
By: Brenda J. Madison

Approved as to Form:  
By: Donna



### CERTIFICATION OF TAX LEVIES

DISTRICT ID 4206

CHERRY PARK GENERAL IMPROVEMENT DISTRICT

Page 1.

TO: County Commissioners of Arapahoe County, Colorado

For the year 2013, the \_\_\_\_\_ Board of Directors \_\_\_\_\_ of the  
(governing body)

Cherry Park General Improvement District hereby certifies a total levy of 3.907 mills  
(unit of government)

to be extended by you upon the total assessed valuation of \$ 10,810,140

to produce \$ 42,235 in revenue.

The levies and revenues are for the following purposes:

|  | LEVY                         | REVENUE                   |
|--|------------------------------|---------------------------|
| 1. General Operating Expense   | <u>4.437</u> mills           | \$ <u>47,963</u>          |
| 2. Refund / Abatements   | _____ mills                  | \$ _____                  |
| 3. Temporary Tax Credit or<br>Rate Reduction (minus)                                 | <u>&lt; 0.530 &gt;</u> mills | \$ <u>&lt; 5,728 &gt;</u> |
| SUBTOTAL   | <u>3.907</u> mills           | \$ <u>42,235</u>          |
| 4. General Obligation Bonds<br>and Interest  |                              |                           |
| a. See attached description  | _____ mills                  | \$ _____                  |
| b. See attached description  | _____ mills                  | \$ _____                  |
| SUBTOTAL   | _____ mills                  | \$ _____                  |
| 5. Contractual Obligations<br>Approved at election                                   | _____ mills                  | \$ _____                  |
| a. See attached description  | _____ mills                  | \$ _____                  |
| b. See attached description  | _____ mills                  | \$ _____                  |
| SUBTOTAL   | _____ mills                  | \$ _____                  |
| 6. Capital Expenditures levied<br>pursuant to 29-1-301(1.2)<br>or 29-1-302(1.5) CRS. | _____ mills                  | \$ _____                  |
| 7. Other (specify)   | _____ mills                  | \$ _____                  |
| TOTAL  | <u>3.907</u> mills           | \$ <u>42,235</u>          |

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

Signed Cathy A. Noon Title Chair

NOTE: Certification must be to three decimal places only.

Send copy to the Division of Local Government

IF YOU ARE LOCATED IN MORE THAN ONE COUNTY, PLEASE LIST ALL COUNTIES HERE:



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

**RESOLUTION NO. 2013-FRGID-R-02**

**A RESOLUTION AMENDING AND ADOPTING THE FOXRIDGE  
GENERAL IMPROVEMENT DISTRICT REVISED 2013 BUDGET  
AND APPROVING A SUPPLEMENTAL APPROPRIATION AND  
ADOPTING THE 2014 BUDGET AND APPROPRIATING SUMS OF  
MONEY**

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

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

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

WHEREAS, in accordance with Section 2-2-130(b)(3) of the Centennial Municipal Code the City Manager of the City of Centennial, in the capacity as the Executive Director of the District, is required to cause the preparation and submission to the City Council the annual City budget of City-owned and controlled districts, and the City Manager submitted a revised 2013 Budget ("2013 Revised Budget") and a proposed District 2014 Budget ("2014 Budget") to the City Council acting as the Board of Directors of the District; and

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

WHEREAS, the 2013 Revised Budget and 2014 Budget remain in balance, as required by law; and

WHEREAS, upon due and proper notice, published in accordance with Sections 29-1-106 and 29-1-109, C.R.S., the proposed 2013 Revised Budget and 2014 Budget were open for inspection by the public at the Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado, and a public hearing was held on November 4, 2013, at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado; and





Foxridge General Improvement District  
Resolution No. 2013-FRGID-R-02  
Page 2

WHEREAS, interested electors of the District were given the opportunity to file or register any objections to the proposed 2013 Revised Budget and 2014 Budget; and

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

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

**Section 1. 2013 Revised Budget.**

- A. The 2013 Revised Budget as presented to the Board of Directors is hereby approved and adopted as a revision to the approved 2013 Budget. Such Revised Budget is incorporated into this Resolution as if set out in full. Copies of the 2013 Revised Budget shall be made available for public inspection upon request in the office of the City Clerk for the City of Centennial.
- B. Nothing herein shall prevent or preclude the Board of Directors from amending or otherwise modifying the adopted budget as may be permitted by law.

**Section 2. 2013 Supplemental Appropriations.**

Supplemental appropriations for 2013 are hereby approved for the District and are included within the 2013 Revised Budget as shown on the attached "General Improvement District Funds Summary" in the row labeled "FoxRidge GID" as "2013 Revised Financial Uses" which number includes all 2013 appropriations, including the supplemental appropriation authorized hereby, for the District.

**Section 3. 2014 Budget.**

- A. The 2014 Proposed Budget for the Foxridge General Improvement District as presented to the Board of Directors is hereby approved and adopted and shall be known as the 2014 Budget for the District. The 2014 Budget is incorporated into this Resolution as if set out in full. Attached to this Resolution is a "Funds Summary" summarizing the financial resources, financial uses, and funds available for the District. Copies of the 2014 Budget shall be made available for public inspection upon request in the office of the City of Centennial City Clerk.
- B. Reserves have been or are hereby established in order to meet the requirement for emergency reserves required under Article X, Section 20 of the Colorado Constitution ("TABOR").
- C. The Budget, as hereby approved and adopted, shall be certified by the Chairperson of the District to all appropriate agencies and is made a part of the public records of the District and the City of Centennial.



Foxridge General Improvement District  
Resolution No. 2013-FRGID-R-02  
Page 3

- D. Nothing herein shall prevent or preclude the Board of Directors of the District from amending or otherwise modifying the adopted budget as may be permit by law.

**Section 4. 2014 Appropriations.**

- A. Appropriations for 2014 are hereby approved for the District and are identified in the 2014 Budget and the attached "General Improvement District Funds Summary" as "2014 Financial Uses."
- B. The 2014 Budget provides that appropriations for budget year 2014 for the District shall also include appropriation of previously budgeted and appropriated, but remaining unexpended, funds from 2013 and such funds shall remain available for expenditure in 2014 for the identified purposes of the District as the budget may be amended and appropriations supplemented by the Board of Directors in accordance with applicable law.

**Section 5.** This Resolution shall be effective immediately upon adoption.

ADOPTED by a vote of 8 in favor and 0 against this 4<sup>th</sup> day of November, 2013.

By: [Signature]  
Chairperson of the District

ATTEST;

By: [Signature: Brenda J. Madison]  
Secretary to District

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

I hereby certify that to the best of my knowledge the above and the budgets presented to the Board of Directors with this Resolution are true and correct copies of the 2013 Revised Budget and the 2014 Budget of the Foxridge General Improvement District as adopted by the Board of Directors of the District.

By: [Signature]  
Chairperson of the District



### GENERAL IMPROVEMENT DISTRICT FUNDS SUMMARY

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

| <b>Funds</b>          | <b>2013<br/>Beginning<br/>Balance</b> | <b>2013 Revised<br/>Financial<br/>Resources</b> | <b>2013 Revised<br/>Financial<br/>Uses</b> | <b>2013<br/>Ending<br/>Balance</b> | <b>2014<br/>Financial<br/>Resources</b> | <b>2014<br/>Financial<br/>Uses</b> | <b>2014<br/>Ending<br/>Balance</b> |
|-----------------------|---------------------------------------|---|--|------------------------------------|---|------------------------------------|------------------------------------|
| Special Revenue Funds | 768,686                               | 375,316   | 996,684                                    | 147,318                            | 373,512                                 | 520,830                            | -                                  |
| Cherry Park GID       | 112,236                               | 49,207  | 143,213                                    | 18,230                             | 50,913                                  | 69,143                             | -                                  |
| FoxRidge GID          | 160,101                               | 54,677  | 163,405                                    | 51,373                             | 57,909                                  | 109,282                            | -                                  |
| Walnut Hills GID      | 439,052                               | 74,648  | 458,169                                    | 55,531                             | 76,221                                  | 131,752                            | -                                  |
| Antelope GID          | 57,297                                | 196,784   | 231,897                                    | 22,184                             | 188,469                                 | 210,653                            | -                                  |





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

**RESOLUTION NO. 2013-FRGID-R-03**

**A RESOLUTION OF THE BOARD OF DIRECTORS OF THE  
FOXTRIDGE GENERAL IMPROVEMENT DISTRICT TO SET THE  
2013 MILL LEVY**

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

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

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

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

WHEREAS, the City Manager submitted a proposed District 2014 Budget ("Budget") to the Board of Directors of the District; and

WHEREAS, upon due and proper notice, published in accordance with Sections 29-1-108 and 29-1-109, C.R.S., the proposed Budget was open for inspection by the public at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado, and a public hearing was held on November 4, 2013, at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado; and

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

WHEREAS, following the public hearing, the Budget was adopted by the Board on November 4, 2013; and

WHEREAS, the amount of money available for 2013 Financial Uses is \$109,282; and

WHEREAS, the 2013 net valuation for assessment of real property within the District, as certified by the Arapahoe County Assessor, is \$25,423,420.



Foxridge General Improvement District  
Resolution No. 2013-FRGID-R-03  
Page 2

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

**TO SET MILL LEVY**

1. That for the purpose of meeting general operating expenses of the District during the 2014 budget year, there is hereby levied a tax of 2.151 mills, less a temporary rate reduction for Budget Year 2014 of 0.064 mills for a total mill levy of 2.087 upon each dollar of total valuation for assessment of all taxable property within the District, to raise \$53,059 in revenue, of which 1.5% will be paid to the Arapahoe County Treasurer as a collection fee.
2. That the Chairperson of the District is hereby authorized and directed to immediately certify to the County Commissioners of Arapahoe County, Colorado, the mill levy for the District as hereinabove determined and set.

ADOPTED by a vote of 9 in favor and 0 against this 9th day of December, 2013.

By: Cathy A. Noor  
Chairperson of the District

ATTEST:  
By: Brenda J. Mederson  
Secretary to District

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

**CERTIFICATION OF TAX LEVIES**

DISTRICT ID 4320

FOXRRIDGE GENERAL IMPROVEMENT DISTRICT

Page 1.

TO: County Commissioners of Arapahoe County, Colorado

For the year 2013, the \_\_\_\_\_ Board of Directors \_\_\_\_\_ of the  
(governing body)\_\_\_\_\_  
Foxrridge General Improvement District  
(unit of government) hereby certifies a total levy of \_\_\_\_\_ 2.087 \_\_\_\_\_ mills

to be extended by you upon the total assessed valuation of \$ \_\_\_\_\_ 25,423,420 \_\_\_\_\_

to produce \$ \_\_\_\_\_ 53,059 \_\_\_\_\_ in revenue.

The levies and revenues are for the following purposes:

|  | LEVY                        | REVENUE                  |
|--|-----------------------------|--------------------------|
| 1. General Operating Expense   | _____ 2.151 _____ mills     | \$ _____ 54,686 _____    |
| 2. Refund / Abatements   | _____ _____ mills           | \$ _____                 |
| 3. Temporary Tax Credit or<br>Rate Reduction (minus)                                 | < _____ 0.064 _____ > mills | \$ < _____ 1,627 _____ > |
| SUBTOTAL   | _____ 2.087 _____ mills     | \$ _____ 53,059 _____    |
| 4. General Obligation Bonds<br>and Interest  |                             |                          |
| a. See attached description  | _____ _____ mills           | \$ _____                 |
| b. See attached description  | _____ _____ mills           | \$ _____                 |
| SUBTOTAL   | _____ _____ mills           | \$ _____                 |
| 5. Contractual Obligations<br>Approved at election                                   | _____ _____ mills           | \$ _____                 |
| a. See attached description  | _____ _____ mills           | \$ _____                 |
| b. See attached description  | _____ _____ mills           | \$ _____                 |
| SUBTOTAL   | _____ _____ mills           | \$ _____                 |
| 6. Capital Expenditures levied<br>pursuant to 29-1-301(1.2)<br>or 29-1-302(1.5) CRS. | _____ _____ mills           | \$ _____                 |
| 7. Other (specify)   | _____ _____ mills           | \$ _____                 |
| TOTAL  | _____ 2.087 _____ mills     | \$ _____ 53,059 _____    |

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

Signed \_\_\_\_\_ *Cathy N...* \_\_\_\_\_ Title \_\_\_\_\_ Chair \_\_\_\_\_

NOTE: Certification must be to three decimal places only.

Send copy to the Division of Local Government

IF YOU ARE LOCATED IN MORE THAN ONE COUNTY, PLEASE LIST ALL COUNTIES HERE:





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

**RESOLUTION NO. 2013-WHGID-R-02**

**A RESOLUTION AMENDING AND ADOPTING THE WALNUT  
HILLS GENERAL IMPROVEMENT DISTRICT REVISED 2013  
BUDGET AND APPROVING A SUPPLEMENTAL APPROPRIATION  
AND ADOPTING THE 2014 BUDGET AND APPROPRIATING SUMS  
OF MONEY**

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

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

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

WHEREAS, in accordance with Section 2-2-130(b)(3) of the Centennial Municipal Code, the City Manager of the City of Centennial, in the capacity as the Executive Director of the District, is required to cause the preparation of and submission to the City Council the annual City budget of City-owned and controlled districts, and the City Manager submitted a revised 2013 Budget ("2013 Revised Budget") and a proposed District 2014 Budget ("2014 Budget") to the City Council acting as the Board of Directors of the District; and

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

WHEREAS, the 2013 Revised Budget and 2014 Budget remain in balance, as required by law; and

WHEREAS, upon due and proper notice, published in accordance with Sections 29-1-106 and 29-1-109, C.R.S., the proposed 2013 Revised Budget and 2014 Budget were open for inspection by the public at the Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado, and a public hearing was held on November 4, 2013, at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado; and



Walnut Hills General Improvement District  
Resolution No. 2013-WHGID-R-02  
Page 2

WHEREAS, interested electors of the District were given the opportunity to file or register any objections to the proposed 2013 Revised Budget and 2014 Budget; and

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

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Walnut Hills General Improvement District:

**Section 1. 2013 Revised Budget.**

- A. The 2013 Revised Budget as presented to the Board of Directors is hereby approved and adopted as a revision to the approved 2013 Budget. Such Revised Budget is incorporated into this Resolution as if set out in full. Copies of the 2013 Revised Budget shall be made available for public inspection upon request in the office of the City Clerk for the City of Centennial.
- B. Nothing herein shall prevent or preclude the Board of Directors from amending or otherwise modifying the adopted budget as may be permitted by law.

**Section 2. 2013 Supplemental Appropriations.**

Supplemental appropriations for 2013 are hereby approved for the District and are included within the 2013 Revised Budget as shown on the attached "General Improvement District Funds Summary" in the row labeled "Walnut Hills GID" as "2013 Revised Financial Uses" which number includes all 2013 appropriations, including the supplemental appropriation authorized hereby, for the District.

**Section 3. 2014 Budget.**

- A. The 2014 Proposed Budget for the Walnut Hills General Improvement District as presented to the Board of Directors is hereby approved and adopted and shall be known as the 2014 Budget for the District. The 2014 Budget is incorporated into this Resolution as if set out in full. Attached to this Resolution is a "Funds Summary" summarizing the financial resources, financial uses, and funds available for the District. Copies of the 2014 Budget shall be made available for public inspection upon request in the office of the City of Centennial City Clerk.
- B. Reserves have been or are hereby established in order to meet the requirement for emergency reserves required under Article X, Section 20 of the Colorado Constitution ("TABOR").
- C. The Budget, as hereby approved and adopted, shall be certified by the Chairperson of the District to all appropriate agencies and is made a part of the public records of the District and the City of Centennial.





Walnut Hills General Improvement District  
Resolution No. 2013-WHGID-R-02  
Page 3

- D. Nothing herein shall prevent or preclude the Board of Directors of the District from amending or otherwise modifying the adopted budget as may be permit by law.

**Section 4. 2014 Appropriations.**

- A. Appropriations for 2014 are hereby approved for the District and are identified in the 2014 Budget and the attached "General Improvement District Funds Summary" as "2014 Financial Uses."
- B. The 2014 Budget provides that appropriations for budget year 2014 for the District shall also include appropriation of previously budgeted and appropriated, but remaining unexpended, funds from 2013 and such funds shall remain available for expenditure in 2014 for the identified purposes of the District as the budget may be amended and appropriations supplemented by the Board of Directors in accordance with applicable law.

**Section 5.** This Resolution shall be effective immediately upon adoption.

ADOPTED by a vote of 8 in favor and 0 against this 4<sup>th</sup> day of November, 2013.

By: \_\_\_\_\_

Chairperson of the District

ATTEST:

By: \_\_\_\_\_

Secretary to District

Approved as to Form:

By: \_\_\_\_\_

Attorney for District

I hereby certify that to the best of my knowledge the above and the budgets presented to the Board of Directors with this Resolution are true and correct copies of the 2013 Revised Budget and the 2014 Budget of the Walnut Hills General Improvement District as adopted by the Board of Directors of the District.

By: \_\_\_\_\_

Chairperson of the District





### GENERAL IMPROVEMENT DISTRICT FUNDS SUMMARY

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

| <b>Funds</b>          | <b>2013<br/>Beginning<br/>Balance</b> | <b>2013 Revised<br/>Financial<br/>Resources</b> | <b>2013 Revised<br/>Financial<br/>Uses</b> | <b>2013<br/>Ending<br/>Balance</b> | <b>2014<br/>Financial<br/>Resources</b> | <b>2014<br/>Financial<br/>Uses</b> | <b>2014<br/>Ending<br/>Balance</b> |
|-----------------------|---------------------------------------|---|--|------------------------------------|---|------------------------------------|------------------------------------|
| Special Revenue Funds | 768,686                               | 375,316   | 996,684                                    | 147,318                            | 373,512                                 | 520,830                            | -                                  |
| Cherry Park GID       | 112,236                               | 49,207  | 143,213                                    | 18,230                             | 50,913                                  | 69,143                             | -                                  |
| FoxRidge GID          | 160,101                               | 54,677  | 163,405                                    | 51,373                             | 57,909                                  | 109,282                            | -                                  |
| Walnut Hills GID      | 439,052                               | 74,648  | 458,169                                    | 55,531                             | 76,221                                  | 131,752                            | -                                  |
| Antelope GID          | 57,297                                | 196,784   | 231,897                                    | 22,184                             | 188,469                                 | 210,653                            | -                                  |



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

**RESOLUTION NO. 2013-WHGID-R-03**

**A RESOLUTION OF THE BOARD OF DIRECTORS OF WALNUT  
HILLS GENERAL IMPROVEMENT DISTRICT TO SET THE 2013  
MILL LEVY**

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

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

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

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

WHEREAS, the City Manager submitted a proposed District 2014 Budget ("Budget") to the Board of Directors of the District; and

WHEREAS, upon due and proper notice, published in accordance with Sections 29-1-108 and 29-1-109, C.R.S., the proposed Budget was open for inspection by the public at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado, and a public hearing was held on November 4, 2013, at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado; and

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

WHEREAS, following the public hearing, the Budget was adopted by the Board on November 4, 2013; and

WHEREAS, the amount of money available for 2014 Financial Uses is \$131,752; and

WHEREAS, the 2013 net valuation for assessment of real property within the District, as certified by the Arapahoe County Assessor, is \$23,000,280.



Walnut Hills General Improvement District  
Resolution No. 2013-WHGID-R-03  
Page 2

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Walnut Hills General Improvement District:

**TO SET MILL LEVY**

1. That for the purpose of meeting general operating expenses of the District during the 2014 budget year, there is hereby levied a tax of 3.112 mills upon each dollar of total valuation for assessment of all taxable property within the District, to raise \$71,577 in revenue, of which 1.5% will be paid to the Arapahoe County Treasurer as a collection fee.
2. That the Chairperson of the District is hereby authorized and directed to immediately certify to the County Commissioners of Arapahoe County, Colorado, the mill levy for the District as hereinabove determined and set.

ADOPTED by a vote of 9 in favor and 0 against this 9th day of December, 2013.

By: Cathy A. Nor  
Chairperson of the District

ATTEST:

By: Brenda J. Madison  
Secretary to District

Approved as to Form:

By: Pontus  
Attorney for District



### CERTIFICATION OF TAX LEVIES

DISTRICT ID 4742

WALNUT HILLS GENERAL IMPROVEMENT DISTRICT

Page 1.

TO: County Commissioners of Arapahoe County, Colorado

For the year 2013, the \_\_\_\_\_ Board of Directors \_\_\_\_\_ of the  
(governing body)

\_\_\_\_\_ Walnut Hills General Improvement District \_\_\_\_\_ hereby certifies a total levy of \_\_\_\_\_ 3.112 \_\_\_\_\_ mills  
(unit of government)

to be extended by you upon the total assessed valuation of \$ \_\_\_\_\_ 23,000,280 \_\_\_\_\_

to produce \$ \_\_\_\_\_ 71,577 \_\_\_\_\_ in revenue,

The levies and revenues are for the following purposes:

|  | LEVY                    | REVENUE               |
|--|-------------------------|-----------------------|
| 1. General Operating Expense   | _____ 3.112 _____ mills | \$ _____ 71,577 _____ |
| 2. Refund / Abatements   | _____ mills             | \$ _____              |
| 3. Temporary Tax Credit or<br>Rate Reduction (minus)                                 | < _____ > mills         | \$ < _____ >          |
| SUBTOTAL   | _____ 3.112 _____ mills | \$ _____ 71,577 _____ |
| 4. General Obligation Bonds<br>and Interest  |                         |                       |
| a. See attached description  | _____ mills             | \$ _____              |
| b. See attached description  | _____ mills             | \$ _____              |
| SUBTOTAL   | _____ mills             | \$ _____              |
| 5. Contractual Obligations<br>Approved at election                                   | _____ mills             | \$ _____              |
| a. See attached description  | _____ mills             | \$ _____              |
| b. See attached description  | _____ mills             | \$ _____              |
| SUBTOTAL   | _____ mills             | \$ _____              |
| 6. Capital Expenditures levied<br>pursuant to 29-1-301(1.2)<br>or 29-1-302(1.5) CRS. | _____ mills             | \$ _____              |
| 7. Other (specify)   | _____ mills             | \$ _____              |
| TOTAL  | _____ 3.112 _____ mills | \$ _____ 71,577 _____ |

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

Signed \_\_\_\_\_ Title \_\_\_\_\_ Chair \_\_\_\_\_

NOTE: Certification must be to three decimal places only.

Send copy to the Division of Local Government

IF YOU ARE LOCATED IN MORE THAN ONE COUNTY, PLEASE LIST ALL COUNTIES HERE:





**BOARD OF DIRECTORS  
FOR THE  
ANTELOPE WATER SYSTEM GENERAL IMPROVEMENT DISTRICT  
CENTENNIAL, COLORADO**

**RESOLUTION NO. 2013-AGID-R-01**

**A RESOLUTION AMENDING AND ADOPTING THE ANTELOPE  
WATER SYSTEM GENERAL IMPROVEMENT DISTRICT REVISED  
2013 BUDGET AND APPROVING A SUPPLEMENTAL  
APPROPRIATION AND ADOPTING THE 2014 BUDGET AND  
APPROPRIATING SUMS OF MONEY**

WHEREAS, the City of Centennial organized the Antelope Water System General Improvement District ("District") and authorized the imposition of an ad valorem property tax within the District; and

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

WHEREAS, in accordance with Section 2-2-130(b)(3) of the Centennial Municipal Code, the City Manager of the City of Centennial, in the capacity as the Executive Director of the District, is required to cause the preparation and submission to the City Council of the annual City budget of City-owned and controlled districts, and the City Manager has submitted a revised 2013 Budget ("2013 Revised Budget") and a proposed District 2014 Budget ("2014 Budget") to the City Council acting as the Board of Directors of the District; and

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

WHEREAS, the 2013 Revised Budget and 2014 Budget remain in balance, as required by law; and

WHEREAS, upon due and proper notice, published in accordance with Sections 29-1-106 and 29-1-109, C.R.S., the proposed 2013 Revised Budget and 2014 Budget were open for inspection by the public at the Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado, and a public hearing was held on November 4, 2013, at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado; and

WHEREAS, interested electors of the District were given the opportunity to file or register any objections to the proposed 2013 Revised Budget and 2014 Budget; and





Antelope Water System General Improvement District  
Resolution No. 2013-AGID-R-01  
Page 2

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

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Antelope Water System General Improvement District:

**Section 1. 2013 Revised Budget.**

- A. The 2013 Revised Budget as presented to the Board of Directors is hereby approved and adopted as a revision to the approved 2013 Budget. Such Revised Budget is incorporated into this Resolution as if set out in full. Copies of the 2013 Revised Budget shall be made available for public inspection upon request in the office of the City Clerk for the City of Centennial.
- B. Nothing herein shall prevent or preclude the Board of Directors from amending or otherwise modifying the adopted budget as may be permitted by law.

**Section 2. 2013 Supplemental Appropriations.**

Supplemental appropriations for 2013 are hereby approved for the District and are included within the 2013 Revised Budget as shown on the attached "General Improvement District Funds Summary" in the row labeled "Antelope GID" as "2013 Revised Financial Uses" which number includes all 2013 appropriations, including the supplemental appropriation authorized hereby, for the District.

**Section 3. 2014 Budget.**

- A. The 2014 Proposed Budget for the Antelope Water System General Improvement District as presented to the Board of Directors is hereby approved and adopted and shall be known as the 2014 Budget for the District. The 2014 Budget is incorporated into this Resolution as if set out in full. Attached to this Resolution is a "Funds Summary" summarizing the financial resources, financial uses, and funds available for the District. Copies of the 2014 Budget shall be made available for public inspection upon request in the office of the City of Centennial City Clerk.
- B. Reserves have been or are hereby established in order to meet the requirement for emergency reserves required under Article X, Section 20 of the Colorado Constitution ("TABOR").
- C. The Budget, as hereby approved and adopted, shall be certified by the Chairperson of the District to all appropriate agencies and is made a part of the public records of the District and the City of Centennial.
- D. Nothing herein shall prevent or preclude the Board of Directors of the District from amending or otherwise modifying the adopted budget as may be permit by law.



Antelope Water System General Improvement District  
Resolution No. 2013-AGID-R-01  
Page 3

**Section 4. 2014 Appropriations.**

- A. Appropriations for 2014 are hereby approved for the District and are identified in the 2014 Budget and the attached "General Improvement District Funds Summary" as "2014 Financial Uses."
- B. The 2014 Budget provides that appropriations for budget year 2014 for the District shall also include appropriation of previously budgeted and appropriated, but remaining unexpended, funds from 2013 and such funds shall remain available for expenditure in 2014 for the identified purposes of the District as the budget may be amended and appropriations supplemented by the Board of Directors in accordance with applicable law.

**Section 5.** This Resolution shall be effective immediately upon adoption.

ADOPTED by a vote of 8 in favor and 0 against this 4<sup>th</sup> day of November, 2013.

By: [Signature]  
Chairperson of the District

ATTEST:

By: [Signature]  
Secretary to District

Approved as to Form:

By: [Signature]  
Attorney for District

I hereby certify that to the best of my knowledge the above and the budgets presented to the Board of Directors with this Resolution are true and correct copies of the 2013 Revised Budget and the 2014 Budget of the Antelope Water System General Improvement District as adopted by the Board of Directors of the District.

By: [Signature]  
Chairperson of the District



### GENERAL IMPROVEMENT DISTRICT FUNDS SUMMARY

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

| <b>Funds</b>          | <b>2013<br/>Beginning<br/>Balance</b> | <b>2013 Revised<br/>Financial<br/>Resources</b> | <b>2013 Revised<br/>Financial<br/>Uses</b> | <b>2013<br/>Ending<br/>Balance</b> | <b>2014<br/>Financial<br/>Resources</b> | <b>2014<br/>Financial<br/>Uses</b> | <b>2014<br/>Ending<br/>Balance</b> |
|-----------------------|---------------------------------------|---|--|------------------------------------|---|------------------------------------|------------------------------------|
| Special Revenue Funds | 768,686                               | 375,316   | 996,684                                    | 147,318                            | 373,512                                 | 520,830                            | -                                  |
| Cherry Park GID       | 112,236                               | 49,207  | 143,213                                    | 18,230                             | 50,913                                  | 69,143                             | -                                  |
| FoxRidge GID          | 160,101                               | 54,677  | 163,405                                    | 51,373                             | 57,909                                  | 109,282                            | -                                  |
| Walnut Hills GID      | 439,052                               | 74,648  | 458,169                                    | 55,531                             | 76,221                                  | 131,752                            | -                                  |
| Antelope GID          | 57,297                                | 196,784   | 231,897                                    | 22,184                             | 188,469                                 | 210,653                            | -                                  |





**BOARD OF DIRECTORS  
FOR THE  
ANTELOPE WATER SYSTEM GENERAL IMPROVEMENT DISTRICT  
CENTENNIAL, COLORADO**

**RESOLUTION NO. 2013-AGID-R-02**

**A RESOLUTION OF THE BOARD OF DIRECTORS OF THE  
ANTELOPE WATER SYSTEM GENERAL IMPROVEMENT DISTRICT  
TO SET THE 2013 MILL LEVY**

WHEREAS, the City of Centennial organized the Antelope Water System General Improvement District ("District") and authorized the imposition of an ad valorem property tax within the District; and

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

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

WHEREAS, the City Manager submitted a proposed District 2014 Budget ("Budget") to the Board of Directors of the District; and

WHEREAS, upon due and proper notice, published in accordance with Sections 29-1-108 and 29-1-109, C.R.S., the proposed Budget was open for inspection by the public at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado, and a public hearing was held on November 4, 2013, at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado; and

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

WHEREAS, following the public hearing, the Budget was adopted by the Board on November 4, 2013; and

WHEREAS, the amount of money available for 2014 Financial Uses is \$210,653; and

WHEREAS, the 2013 net valuation for assessment of real property within the District, as certified by the Arapahoe County Assessor, is \$4,450,340.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Antelope Water System General Improvement District:



Antelope General Improvement District  
Resolution No. 2013-AGID-R-02  
Page 2

**TO SET MILL LEVY**

1. That for the purpose of meeting general operating expenses and debt service payments of the District during the 2014 budget year, there is hereby levied a tax of 1.349 mills for General Operating Expenses, plus 39.651 mills for General Obligation Bond and Interest, for a total mill levy of 41.000 upon each dollar of total valuation for assessment of all taxable property within the District, to raise \$182,464 in revenue, of which 1.5% will be paid to the Arapahoe County Treasurer as a collection fee.
2. That the Chairperson of the District is hereby authorized and directed to immediately certify to the County Commissioners of Arapahoe County, Colorado, the mill levy for the District as hereinabove determined and set.

ADOPTED by a vote of 9 in favor and 0 against this 9th day of December, 2013.

By: Cathy A. Kwon  
Chairperson of the District

ATTEST:  
By: Brenda J. Madison  
Secretary to District

Approved as to Form:  
By: Domitry  
Attorney for District



**CERTIFICATION OF TAX LEVIES**

DISTRICT ID 4020 ANTELOPE WATER SYSTEM GENERAL IMPROVEMENT DISTRICT

Page 1.

TO: County Commissioners of Arapahoe County, Colorado

For the year 2013, the \_\_\_\_\_ Board of Directors \_\_\_\_\_ of the  
(governing body)\_\_\_\_\_  
Antelope Water System General Improvement District hereby certifies a total levy of \_\_\_\_\_ mills  
(unit of government)

to be extended by you upon the total assessed valuation of \$ \_\_\_\_\_ 4,450,340 \_\_\_\_\_

to produce \$ \_\_\_\_\_ 182,464 \_\_\_\_\_ in revenue.

The levies and revenues are for the following purposes:

|  | LEVY                     | REVENUE                |
|--|--------------------------|------------------------|
| 1. General Operating Expense   | _____ 1,349 _____ mills  | \$ _____ 6,000 _____   |
| 2. Refund / Abatements   | _____ _____ mills        | \$ _____               |
| 3. Temporary Tax Credit or<br>Rate Reduction (minus)                                 | < _____ > mills          | \$ < _____ >           |
| SUBTOTAL   | _____ 1,349 _____ mills  | \$ _____ 6,000 _____   |
| 4. General Obligation Bonds<br>and Interest  |                          |                        |
| a. See attached description  | _____ 39.651 _____ mills | \$ _____ 176,464 _____ |
| b. See attached description  | _____ _____ mills        | \$ _____               |
| SUBTOTAL   | _____ 39.651 _____ mills | \$ _____ 176,464 _____ |
| 5. Contractual Obligations<br>Approved at election                                   | _____ _____ mills        | \$ _____               |
| a. See attached description  | _____ _____ mills        | \$ _____               |
| b. See attached description  | _____ _____ mills        | \$ _____               |
| SUBTOTAL   | _____ _____ mills        | \$ _____               |
| 6. Capital Expenditures levied<br>pursuant to 29-1-301(1.2)<br>or 29-1-302(1.5) CRS. | _____ _____ mills        | \$ _____               |
| 7. Other (specify)   | _____ _____ mills        | \$ _____               |
| TOTAL  | _____ 41.000 _____ mills | \$ _____ 182,464 _____ |

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

Signed \_\_\_\_\_ Cathy A. Noon \_\_\_\_\_ Title \_\_\_\_\_ Chair \_\_\_\_\_

NOTE: Certification must be to three decimal places only.

Send copy to the Division of Local Government

IF YOU ARE LOCATED IN MORE THAN ONE COUNTY, PLEASE LIST ALL COUNTIES HERE:



### CERTIFICATION OF TAX LEVIES

DISTRICT ID 4020  
Page 2.

ANTELOPE WATER SYSTEM GENERAL IMPROVEMENT DISTRICT

PLEASE SUBMIT THE FOLLOWING INFORMATION FOR EACH GENERAL OBLIGATION BOND:

|  |  |
|--|--|
| Purpose of Issue <u>Construct Water System</u> | Series <u>2005</u>                         |
| Date of Issue <u>September, 2005</u>           | Coupon Rate <u>Varies (3.25% - 5.125%)</u> |
| Maturity Date <u>2035</u>                      |  |
| Levy: <u>39.651</u>                            | Revenue: <u>\$176,464</u>                  |

(Show here and on line 4 of Page 1)

**Please submit the following information for each contractual obligation:**

|                        |                        |
|------------------------|------------------------|
| Title _____            |                        |
| Date of Approval _____ | Principal Amount _____ |
| Maturity Date _____    |                        |
| Levy: _____            | Revenue: _____         |

(Show here and on line 5 of Page 1)

The above information is required by 32-1-1603 C.R.S.



**CENTENNIAL URBAN REDEVELOPMENT AUTHORITY**

**RESOLUTION NO. 2013-CURA-R-01**

**A RESOLUTION AMENDING AND ADOPTING THE CENTENNIAL URBAN REDEVELOPMENT AUTHORITY REVISED 2013 BUDGET AND APPROVING A SUPPLEMENTAL APPROPRIATION AND ADOPTING THE 2014 BUDGET AND APPROPRIATING SUMS OF MONEY**

WHEREAS, by City of Centennial Resolution 2005-R-73, the City Council of the City of Centennial pursuant to the Urban Renewal Law created the Centennial Urban Redevelopment Authority ("CURA") as an urban renewal authority and a body corporate and politic; and

WHEREAS, pursuant to the Urban Renewal Law, the CURA has the authority and obligation to manage and oversee the redevelopment of the Redevelopment Area and has all powers necessary or convenient to carry out the Urban Renewal Law; and

WHEREAS, pursuant to the Urban Renewal Law, the City Council for the City of Centennial serves as the Board of Commissioners of the CURA and, by practice and convenience and in accordance with the Urban Renewal Law, the administrative staff of the City serves as the administrative staff of the CURA; and

WHEREAS, the Executive Director of the CURA caused to be prepared an annual budget for the CURA and the Director has submitted both a 2013 Revised ("2013 Revised Budget") and 2014 Proposed Budget ("2014 Budget") for consideration and formal approval by the Board; and

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

WHEREAS, the 2013 Revised and the 2014 Budget remain in balance, as required by law; and

WHEREAS, upon due and proper notice, published in accordance with applicable law, the proposed 2013 Revised Budget and 2014 Budget were open for inspection by the public at the Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado, and a public hearing was held on November 4, 2013, at the City of Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado; and

WHEREAS, interested citizens of the CURA were given the opportunity to file or register any objections to the proposed 2013 Revised Budget and 2014 Budget; and

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





Centennial Urban Redevelopment Authority  
Resolution No. 2013-CURA-R-01  
Page 2

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of the Centennial Urban Redevelopment Authority:

**Section 1. 2013 Revised Budget.**

- A. The 2013 Revised Budget as presented to the Board of Commissioners is hereby approved and adopted as a revision to the approved 2013 Budget. Such Revised Budget is incorporated into this Resolution as if set out in full. Copies of the 2013 Revised Budget shall be made available for public inspection upon request in the office of the City Clerk for the City of Centennial.
- B. Nothing herein shall prevent or preclude the Board of Commissioners from amending or otherwise modifying the adopted budget as may be permitted by law.

**Section 2. 2013 Supplemental Appropriations.**

Supplemental appropriations for 2013 are hereby approved for the CURA and are included within the 2013 Revised Budget as shown on the attached "Centennial Urban Redevelopment Authority Summary" as "2013 Revised Financial Uses" in the row labeled "CURA" which number includes all 2013 appropriations, including the supplemental appropriation authorized hereby, for the CURA.

**Section 3. 2014 Budget.**

- A. The 2014 Proposed Budget for the Centennial Urban Redevelopment Authority as presented to the Board of Commissioners is hereby approved and adopted and shall be known as the 2014 Budget for the CURA. The 2014 Budget is incorporated into this Resolution as if set out in full. Attached to this Resolution is a "Centennial Urban Redevelopment Authority Summary" summarizing the financial resources, financial uses, and funds available for the CURA. Copies of the 2013 Revised and 2014 Budgets shall be made available for public inspection upon request in the office of the City of Centennial City Clerk.
- B. The Budget, as hereby approved and adopted, shall be certified by the Chairperson and is made a part of the public records of the CURA.
- C. Nothing herein shall prevent or preclude the Board of Commissioners from amending or otherwise modifying the adopted budget as may be permitted by law.

**Section 4. 2014 Appropriations.**

- A. Appropriations for 2014 are hereby approved for the CURA and are identified in the 2014 Budget and the attached "Centennial Urban Redevelopment Authority Summary" as "2014 Financial Uses."



Centennial Urban Redevelopment Authority  
Resolution No. 2013-CURA-R-01  
Page 3

- B. The 2014 Budget provides that appropriations for budget year 2014 for the CURA shall also include appropriation of previously budgeted and appropriated, but remaining unexpended, funds from 2013 and such funds shall remain available for expenditure in 2014 for the identified purposes of the CURA as the budget may be amended and appropriations supplemented by the Board of Commissioners in accordance with applicable law.

**Section 5.** This Resolution shall be effective immediately upon adoption

ADOPTED by a vote of 8 in favor and 0 against this 4<sup>th</sup> day of November, 2013.

By: [Signature]  
Stephanie Piko, CURA Chairperson Pro Tem

ATTEST:  
By: [Signature: Brenda J. Madison]  
Secretary to CURA

Approved as to Form:  
By: [Signature: Ruthie Beckenbeger]  
CURA Counsel

I hereby certify that to the best of my knowledge the budget presented to the Board of Commissioners with this Resolution are true and correct copies of the Revised 2013 Budget and 2014 Budget of the Centennial Urban Redevelopment Authority.

By: [Signature]  
Stephanie Piko, CURA Chairperson Pro Tem





### CENTENNIAL URBAN REDEVELOPMENT AUTHORITY SUMMARY

The following chart summarizes the financial resources, financial uses, and funds available for the Centennial Urban Redevelopment Authority (CURA) funds.

| <b>Funds</b>          | <b>2013<br/>Beginning<br/>Balance</b> | <b>2013 Revised<br/>Financial<br/>Resources</b> | <b>2013 Revised<br/>Financial<br/>Uses</b> | <b>2013<br/>Ending<br/>Balance</b> | <b>2014<br/>Financial<br/>Resources</b> | <b>2014<br/>Financial<br/>Uses</b> | <b>2014<br/>Ending<br/>Balance</b> |
|-----------------------|---------------------------------------|---|--|------------------------------------|---|------------------------------------|------------------------------------|
| Special Revenue Funds | 434,747                               | 6,311,074                                       | 6,745,821                                  | -                                  | 6,676,997                               | 6,676,997                          | -                                  |
| CURA                  | 434,747                               | 6,311,074                                       | 6,745,821                                  | -                                  | 6,676,997                               | 6,676,997                          | -                                  |



## CITY MANAGER AUTHORIZED EXPENDITURES

---

### CITY OF CENTENNIAL, COLORADO

#### RESOLUTION NO. 2013-R-81

#### **A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CENTENNIAL, COLORADO, AUTHORIZING THE CITY MANAGER TO EXECUTE CERTAIN CONTRACTS ON BEHALF OF THE CITY FOR SERVICES AND GOODS DURING CALENDAR YEAR 2014**

WHEREAS, the City of Centennial is a home rule municipality governed by a Home Rule Charter that establishes, in Section 1.4, a Council-Manager form of government; and

WHEREAS, the Home Rule Charter further provides, in Section 8.1, that the City Manager is the chief administrative officer of the City; and

WHEREAS, Section 8.4(e) of the Home Rule Charter authorizes the City Council to delegate duties to the City Manager; and

WHEREAS, the City Council annually budgets and appropriates funds for the performance of certain routine or common agreements necessary to operate the municipal government; and

WHEREAS, pursuant to Section 2-2-130(b) of the Municipal Code, the City Council has delegated to the City Manager authority to execute on behalf of the City contracts within defined limits; and

WHEREAS, more specifically, Section 2-2-130(b)(1) provides that the City Manager has the authority without prior City Council approval to “execute on behalf of the City all contracts, agreements, and purchase orders for goods and services provided that sufficient funds have been budgeted and appropriated by the City Council and the contract, agreement, or order does not exceed \$300,000 for public works or capital improvement projects and does not exceed \$150,000 for items not related to public works or capital improvement projects (defined as “City Manager’s Approval Amount”); and

WHEREAS, Section 2-2-130(b) permits the City Manager to approve contracts in excess of the City Manager’s Approval Amount *with* prior City Council approval; and

WHEREAS, provided that funds are budgeted and appropriated for the specific purpose of a contract, the City Council desires to provide prior authorization to the City Manager to approve certain contracts and contract amounts for routine and common annual contracts necessary for the efficient operation of the City as set forth in **Exhibit A**.



City of Centennial  
Resolution No. 2013-R-81  
Page 2

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF CENTENNIAL, COLORADO AS FOLLOWS:**

**Section 1.** The City Council authorizes the City Manager to execute on behalf of the City of Centennial such agreements, contracts, orders, and other documents necessary or desirable to contract for the performance of services and/or the acquisition of goods identified in the attached **Exhibit A** provided that:

- The contract is identified in the attached **Exhibit A** titled “*Authorized Expenditures Over the City Manager’s Approval Amount Schedule, 2014 Authorization Summary*,” and
- The contract amount is within the budgeted and appropriated amount established by the City Council for such purpose as reflected on **Exhibit A**, or such contract provides a special authorization to make purchases for goods or services which are budgeted and appropriated; and
- The contract has been processed in accordance with the City approved purchasing policy for the purchase of goods and services.

**Section 2.** This Resolution shall be effective immediately upon adoption and such authority shall remain valid and effective until December 31, 2014.

**Section 3.** The City Council shall indemnify, hold harmless, and defend the City Manager in the exercise of the powers granted by this Resolution provided that such exercise is made in a reasonable and good faith reliance on the authority granted by this Resolution and such exercise is within the scope of the Manager’s duties and authorities as the chief administrative official of the City of Centennial.

ADOPTED by a vote of 9 in favor and 0 against this 9<sup>th</sup> day of December, 2013.

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

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

Approved as to Form:  
By: [Signature]  
For City Attorney’s Office



City of Centennial  
Resolution No. 2013-R-81  
Page 3

EXHIBIT TO RESOLUTION  
“Authorized Expenditures Over the City Manager’s Approval Amount Schedule  
2014 Authorization Summary”



**Exhibit A**

**Authorized Expenditures Over the City Manager's Approval Amount Schedule**

**2014 Authorization Summary**

| Department                                   | Description   | 2014 Original Authorization | Fund                     |
|--|---|-----------------------------|--------------------------|
| <b>Information Technology</b>                |   |                             |                          |
|  | Information Technology Outsourcing Services & Financial System Services | \$ 333,155                  | General Fund             |
| <b>Total</b>                                 | <b>Information Technology</b>   | <b>\$ 333,155</b>           |                          |
| <b>Finance</b>                               |   |                             |                          |
|  | Auditing Services - Sales Tax Program                                   | \$ 260,000                  | General Fund             |
|  | Sales & Use Tax Administration Services                                 | 443,564                     | General Fund             |
| <b>Total</b>                                 | <b>Finance</b>  | <b>\$ 703,564</b>           |                          |
| <b>Public Works</b>                          |   |                             |                          |
|  | Materials - Snow Removal  | \$ 375,000                  | General Fund             |
|  | Other Professional Services   | 150,000                     | General Fund             |
| <b>Total</b>                                 | <b>Public Works</b>   | <b>\$ 525,000</b>           |                          |
| <b>Public Works/Capital Improvement Fund</b> |   |                             |                          |
|  | Signal Additions/Repair   | \$ 224,590                  | General Fund             |
|  | Signal Maintenance  | 75,000                      | General Fund             |
|  | Signal Pole Maintenance   | 75,000                      | General Fund             |
|  | Public Works Contingency Costs  | 50,000                      | General Fund             |
|  | Miscellaneous Capital Improvement Projects                              | 140,000                     | Capital Improvement Fund |
| <b>Total</b>                                 | <b>Public Works/Capital Improvement Fund</b>                            | <b>\$ 564,590</b>           |                          |
| <b>Facilities &amp; Fleet</b>                |   |                             |                          |
|  | Professional Services   | \$ 332,338                  | General Fund             |
|  | Land Improvements   | 160,000                     | General Fund             |
| <b>Total</b>                                 | <b>Facilities &amp; Fleet</b>   | <b>\$ 492,338</b>           |                          |
| <b>Animal Services</b>                       |   |                             |                          |
|  | Animal Control Services   | \$ 572,630                  | General Fund             |
| <b>Total</b>                                 | <b>Animal Services</b>  | <b>\$ 572,630</b>           |                          |
| <b>Land Use Fund</b>                         |   |                             |                          |
|  | Professional Engineering Services                                       | \$ 150,000                  | Land Use Fund            |
| <b>Total</b>                                 | <b>Land Use Fund</b>  | <b>\$ 150,000</b>           |                          |
| <b>Capital Improvement Fund</b>              |   |                             |                          |
|  | Street Rehabilitation Program   | \$ 6,600,000                | Capital Improvement Fund |
| <b>Total</b>                                 | <b>Capital Improvement Fund</b>   | <b>\$ 6,600,000</b>         |                          |
| <b>TOTAL AUTHORIZED EXPENDITURES</b>         |   | <b>\$ 9,941,277</b>         |                          |





# PURCHASING POLICY

---

---

**CITY OF CENTENNIAL, COLORADO**  
**13133 East Arapahoe Road, Centennial, Colorado 80112**

---

## **ADMINISTRATIVE POLICY** **No. 2013-AP-01**

### **CENTENNIAL PURCHASING POLICY**

---

#### **I. AUTHORITY:**

The City Manager is authorized to promulgate administrative policies pursuant to Section 2-2-130(b)(7) of the City of Centennial Municipal Code subject to ratification of such policy by the City Council. Specific authority to adopt a purchasing policy is set forth therein. The City Manager is authorized to adopt administrative directives outlining purchasing procedures consistent with this policy.

The City Manager is also authorized to execute certain contracts on behalf of the City within limits as set forth in Section 2-2-130(b) of the Centennial Municipal Code. If approved by City Council, Section 2-2-130(b) of the Centennial Municipal Code permits delegation by the City Manager of contract approval authority. Ratification of this policy by the City Council authorizes the City Manager to delegate the approval of contracts, agreements and purchase orders for goods and services (a) up to \$30,000 to Department Directors if such delegation is in writing signed by the City Manager and sufficient funds have been budgeted and appropriated by the City Council and (b) up to \$5,000 to Department Directors or Division Managers provided that sufficient funds have been budgeted and appropriated by the City Council.

#### **II. PURPOSE OF POLICY:**

To provide for the fair and equitable treatment of all persons involved in public purchasing by the City, to maximize the purchasing value of public funds, to standardize the City's purchasing rules and regulations for orderly and efficient administration, to provide safeguards for maintaining a procurement system of quality and integrity, and to foster effective, broad-based competition to ensure that the City receives best value.

#### **III. SCOPE:**

This policy governs the procurement of all materials, equipment, construction and services required by the City and shall apply to purchases made for the City by City employees and by contractors for the City acting as purchasing agents for the City if the City pays directly for the procured goods or services.

#### **IV. DEFINITIONS:**

Consistent with this policy, the City Manager is authorized to assign definitions to specialized terms used in this policy. Other words or terms used in this policy shall have their general meaning as defined by the Merriam Webster on-line Dictionary, <http://www.merriam-webster.com/>



## V. POLICY:

**1.0 Responsibility and Delegation.** The City Manager is responsible for the City's purchasing system. As such, the City Manager is authorized to delegate and to adopt policies and procedures through directives or otherwise, consistent with this Policy, to implement and further the purchasing processes of the City.

## 2.0 Pre-Procurement Requirements.

**2.1 Procurement Classifications.** The following procurement classifications shall determine the procurement method and approvals required.

**PROCUREMENT CLASSIFICATION 1: Small Purchase Procurement.** Small purchase procurement is used for the purchase of goods and services up to **\$5,000** and such purchases require only that the City staff member making the purchase ensures that a reasonable and adequate number of price checks or quotes is made by email, personal inspection, or discussions with vendors to ensure a quality product or service is obtained and best value is determined.

**PROCUREMENT CLASSIFICATION 2: Simplified Procurement.** Simplified Procurement is utilized for simple purchase activities of goods and services of **over \$5,000 up to \$30,000**. A reasonable and adequate number of price checks or quotes of no less than three (3) should be solicited by email, personal inspection, or discussions with vendors to ensure a quality product or service is obtained and best value is determined. Prior to commencing any purchase classified as Simplified Procurement, the proposed purchase and process shall be reviewed by the Purchasing Manager.

**PROCUREMENT CLASSIFICATION 3: Formal Procurement.** Formal Procurement is utilized for purchase activities of goods and services of **\$30,000 and over** and requires a competitive sealed process such as an Invitation for Bid (IFB), Reverse Auction or Request for Proposal (RFP) process. Prior to commencing any purchase classified as Formal Procurement, the proposed purchase and process shall be reviewed by the Purchasing Manager.

## 2.2 Valuing Procurement for Purpose of Proper Classification and Permissible Renewals/Extensions.

- (a) Purchases shall not be artificially divided to circumvent the procurement classification and associated procurement process.
- (b) If numerous items are being purchased from one vendor on a single order, the aggregate price is the determining factor with regard to procurement classification.
- (c) In determining procurement value when purchasing services by contract, the following guidelines shall be used:
  - (1) If services are provided on a lump sum basis, the lump sum amount shall determine the value of the procurement. If lump sum services are compensated on an annual basis (instead of on a one-time basis) the procurement value shall be determined by multiplying the annual lump sum amount by the number of years in the term (not to include optional renewal terms contemplated by the contract).





- (2) If services are provided on a time and materials basis, the value of the procurement shall be determined by multiplying the annual maximum or not-to-exceed compensation by the number of years in the term (not to include optional renewal terms contemplated by the contract).
  - (3) If a contract is for fees to be retained by a vendor (such as banking agreements) and not actual expenditures of the City (no additional checks or payments are issued to the vendor), an estimate of the cost to the City (retained fees) shall provide the basis for procurement value determination. If the estimate is erroneous, actual cost shall be used for determining value at renewal time or when resoliciting for such services.
  - (4) The Finance Department shall have the ultimate authority to determine final procurement value for any contract or other form of purchase agreement.
- (d) Contracts may be extended, renewed or amended to extend or renew without further procurement action or additional approvals only if:
- (1) The soliciting document contemplated amendment or optional renewal terms; and
  - (2) the contract specifically recognized that renewal or amendment was an option; and
  - (3) approval of the contract was at the level that would be required for the contract adding in the additional compensation payable due to the extension, renewal or amendment; and
  - (4) any additional services or service scope change are reasonably related to the services contracted for in the original contract; and
  - (5) the aggregate dollar value of the compensation payable under the term and the renewal or extension term(s) (with or without additional compensation for reasonably related additional services) does not equal a value greater than a threshold amount for an elevated procurement classification level (ex. 2 year contract for \$10,000/year can be renewed for additional one year term as the value of the term (\$20,000) plus the renewal (\$10,000) equals \$30,000 and does not reach the Classification 3 threshold).

### 2.3 Exemptions to Formal Procurement.

- (a) Procurement Classification 1 and 2 purchases do not require formal procurement processes.
- (b) Regardless of dollar amount, the following purchases are exempted from the requirement to engage in formal procurement processes:
  - (1) Cooperative Purchases. Purchases made cooperatively with other units government such as the State of Colorado and government cooperative groups utilizing extended awards from other governmental agencies;
  - (2) Piggybacked Purchases. Purchases made by piggybacking on prices, bids and offers made to other units of government such as the State of



- Colorado or other counties, municipalities or special districts when agreeable by the vendor and the Purchasing Manager determines such approach is in the best interests of the City;
- (3) Government Contracts. Purchases/contracts with federal, state and local government and political subdivisions of the state;
  - (4) Published Materials. Purchases of magazines, books, publications and periodicals;
  - (5) Sole Source. In conformity with a procedure to be promulgated by the City Manager that provides for management level review, purchases of supplies, products or services indispensable to the City for which there is only one source practicably or reasonably available, which exemption requires satisfaction of the following criteria:
    - a. The vendor is the original equipment supplier/manufacturer and similar parts or equipment are not available from another manufacturer; or
    - b. The vendor is the only source of equipment, materials or goods compatible with or conforming to City-owned equipment, materials or goods and addition of nonconforming equipment, materials or goods would require the expenditure of additional funds; or
    - c. No other equipment, materials or goods are available that can meet the specialized needs of the department or perform the intended function; or
    - d. Detailed justification is available which reasonably establishes that the vendor is the only source practicably available to provide the item or service required; or
    - e. The product, equipment or service is functionally superior to all other competitive products.
  - (6) Professional Services. In conformity with a procedure to be promulgated by the City Manager that provides for management level review, contracts for professional services from certain professional, technical and expert service providers which exemption requires satisfaction of the following criteria:
    - a. The service provider has such required specialized knowledge, skill, reputation and/or experience to satisfy the specialized needs of the department or City; and
    - b. the service provider provides services recognized as professional in nature by licensure, certification or other specialized training such as accountants, actuaries, appraisers, architects, attorneys, business consultants, business development managers, specialized engineers, public relations professionals, public finance professionals, recruiters, researchers, real estate brokers, or translators.
  - (7) Emergency Purchases. In conformity with a procedure to be promulgated by the City Manager that provides for City Manager review, purchases





made in an emergency, which exemption required the following circumstances:

- a. dangerous condition, potentially dangerous condition, or immediate need for supplies, equipment or services exists requiring the purchase to protect the public safety, health or welfare of citizens when in imminent jeopardy; or
  - b. immediate repair is necessary to prevent further damage to public property, machinery or equipment; or
  - c. the functioning and operation of a City department would be seriously hampered or delayed through use of the normal purchasing process; or
  - d. equipment breakdown or act of God threatens to terminate essential services.
- (8) Hardship Waiver. In conformity with a procedure to be promulgated by the City Manager that provides for management level review, a hardship waiver shall be granted when formal procurement is deemed not to be in the best interest of the City because, due to circumstances beyond the reasonable control of the person or department requesting the waiver:
- a. the process may cause unavoidable time delay or unavoidable hardship for a department of the City; or
  - b. the process may cause undue expense for the City.
- (9) Fine Art. The material qualifies as an object of fine art;
- (10) Materials Conformity. A particular material is required to match materials currently in use by the City.
- (11) OEM Parts. Original Equipment Manufacturer (OEM) repair parts purchased from the source vendor.
- (12) Original Provider Maintenance and Support. Annual maintenance and service agreements when the terms of the original purchase specify that the original provider performs ongoing maintenance.
- (13) Additional Materials or Services. Procurement resulting from a formal procurement process may be used as the basis for the negotiated purchase of additional quantities of the same materials or services at any time; provided, however, that subsequent procurement is expressly limited to the specific terms, conditions and pricing established by the original procurement.

### 3.0 Final Procurement Expenditures Approvals.

The following table indicates the authority level required for final expenditure approval dependent on the nature of the expenditure:





| Procurement Process Classification | Purchasing Range                                       | Procurement Process    | Procurement Approval Required By:   |
|------------------------------------|--|------------------------|---|
| 1                                  | \$0 - \$5,000  | Small Purchase         | Department Director (and for Contracts, including POs, only, Purchasing Manager)  |
| 2                                  | Over \$5,000 to \$30,000                               | Simplified Procurement | Department Director and Purchasing Manager  |
| 3                                  | Over \$30,000 to maximum City Manager Approval Amount* | Formal Procurement     | Department Director and Purchasing Manager and City Manager. Purchasing Manager shall determine whether City Attorney approval shall also be required.  |
|                                    | Over City Manager Approval Amount*                     | Formal Procurement     | Department Director and Purchasing Manager and City Manager and City Attorney and City Council<br>For Procurement Classification 3 procurements over the City Manager Approval Amount* the required procurement level may be deemed satisfied if the City Council approves by resolution authority of the City Manager to execute the applicable contract in an amount over the City Manager Approval Amount. |


\*"City Manager Approval Amount" shall mean either (a) \$300,000 for public works or capital improvements related purchases, or (b) \$150,000 for all other purchases. If a purchase amount is identified and authorized in the relevant annual City Council budget approval resolution, neither of these limits shall apply but the limit for City Manager Approval Amount for such purchases shall be the amount identified in such resolution.

#### VI. EFFECTIVE DATE:

This policy shall be effective upon adoption by the City Council of a ratifying resolution.

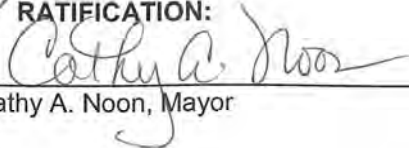


VII. APPROVAL:

  
\_\_\_\_\_  
John H. Danielson, City Manager

11/8/13  
\_\_\_\_\_  
Date


VIII. RATIFICATION:

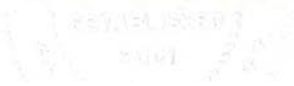
  
\_\_\_\_\_  
Cathy A. Noon, Mayor

Resolution No. 2013-R-71

11/8/13  
\_\_\_\_\_  
Date

ATTEST:

  
\_\_\_\_\_  
City Clerk or Deputy City Clerk





---

**CITY OF CENTENNIAL, COLORADO**  
13133 East Arapahoe Road, Centennial, Colorado 80112

---

**ADMINISTRATIVE POLICY**  
**No. 2010-AP-02**

**REVENUE POLICY**

---

**I. AUTHORITY:**

Article XI of the City's Home Rule Charter ("Charter"), as adopted in 2008, identifies the City's Revenue sources and the applicable limitations to those Revenues as a component of the City's overall financial management. Specifically Section 11.1 of the Charter establishes City Council's powers to raise Revenue including taxes, rates, Fees, licenses, tolls, penalties, and charges in accordance with applicable limitations in the Colorado Constitution, including the limitations of the Taxpayer Bill of Rights (TABOR).

In addition, Ordinance No. 2010-O-06, an ordinance amending Article 2 of Chapter 2 of the City's Municipal Code, provides further authority to develop City financial policies. Section 2-2-130(b)(6) of Ordinance No. 2010-O-06 describes the responsibilities and duties of the City Manager concerning financial policies and states the City Manager shall be authorized to promulgate administrative policies, including financial policies, consistent with all federal, state and local laws subject to ratification of such policies by the City Council.

**II. PURPOSE OF POLICY:**

The City's Revenue policy provides the framework for the overall Revenue management, including general structure and limitations. The Revenue policy is reviewed and approved each year as part of the annual Budget.

**III. SCOPE:**

This policy applies to all City Revenues. This policy does not apply to or govern revenues generated by City-owned general improvement districts.

**IV. DEFINITIONS:**

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

**Cost Allocation** – A method used to charge costs to other funds.



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

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

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

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

Revenue – Funds received from the collection of taxes, Fees, Fines, permits, licenses, interest, Grants, and other sources during the fiscal year.

## V. POLICY:

### General Structure

The City strives to maintain a strong, diverse, and balanced revenue structure, recognizing that a dependence on any individual Revenue source may cause Revenue yields to be vulnerable to economic cycles. All Revenues are conservatively projected for budgetary purposes, and are monitored monthly as amounts are received. Revenues which are considered to be “one-time” resources are used to fund one-time expenditures, including capital projects, or may be included in fund balance. These Revenue sources are not relied upon for future year, or ongoing, expenditures. Similarly, Revenues with unpredictable receipt patterns are projected conservatively, and any amount collected in excess of the amount projected may be applied to the fund balance.

The City’s Revenue structure includes taxes, Fees, interest, intergovernmental funds, Grants, and other sources including Fines.

Taxes are levied and collected by the City pursuant to state and City law and as a result of voter approval. The amount of any tax levied shall not exceed the rate or levy allowed by law or voter approval. Other tax amounts received by the City as a result of taxes or levies imposed by other governmental units shall be collected by the City in accordance with established distribution formulas and methodologies.

Fees are collected by the City for amounts imposed by the State, established by City Council through Ordinance or Resolution, agreed upon pursuant to a contract or agreement, or for services provided. All Fees are reviewed periodically for propriety and consistency with any agreements.

Fees collected by the City for amounts imposed by the State shall be the only amount collected for these Fee types.

Fees collected pursuant to a contract or agreement shall not exceed the amount approved by City Council.



In accordance with the Charter, City Council shall determine the amount of any Fee, with the exception of franchise Fees, by considering the costs incurred by the City in providing the service for which the Fee is charged. Fees for services are established based upon the value of the service provided, including both direct and indirect costs incurred by the City. These Fees may be charged based upon a Cost Allocation method that most accurately reflects the cost of providing a service.

Investment earnings are based on amounts credited to City accounts and funds, and is based on the principal balance invested in accordance with the City's investment policy.

Revenues collected from other governmental units are based on Intergovernmental Agreements as approved by City Council, or based upon established distribution formulas and methodologies.

Grant Revenues are collected based upon awards received from applications submitted.

#### Limitations

The City shall remain in compliance with all Revenue limitations as defined by the Taxpayers Bill of Rights (TABOR) and as supplemented by state law and interpreted by the Colorado courts, in addition to amounts dedicated for specific purposes as authorized by voter approval.

*TABOR* - In 1992, Colorado voters approved an amendment to the Colorado Constitution that placed limitations on Revenue and expenditures of the State and all local governments. Even though the limit is placed on both Revenue and expenditures, the constitutional amendment ultimately limits growth of Revenue collections. The amount of the limitation equals the increase in the Denver-Boulder-Greeley Consumer Price Index plus Local Growth (new construction and annexation minus demolition). This percentage is added to the preceding year's Revenue base, giving the dollar limit allowed for Revenue collection in the ensuing year. Any Revenue collected over the allowable limit must be refunded in the subsequent year by refunding methods approved by law. Cities have the option of placing a ballot question before the voters asking for approval by the citizens to retain and spend Revenue collected that is over the TABOR limit. Federal Grants and/or gifts to the City are not included in the Revenue limit. TABOR also requires a vote of the people before any tax rates are raised or a tax base is changed in a manner that would result in a net Revenue gain.

In 2001, the Centennial voters permanently exempted the City from TABOR Revenue limitations on sales tax, use tax and property tax. In 2006, the Centennial voters approved an initiative to waive the TABOR Revenue limitations on all other sources of Revenue through 2013, dedicating the excess Revenues to Law Enforcement and Public Works programming.

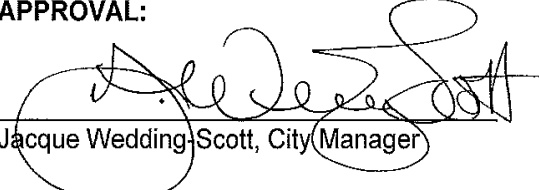
#### **VI. EFFECTIVE DATE:**

This policy shall be effective upon signature.





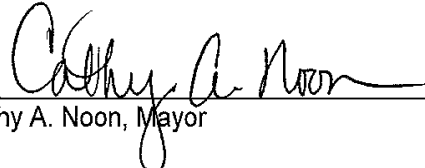
VII. APPROVAL:

  
Jacquie Wedding-Scott, City Manager

11.9.10  
Date

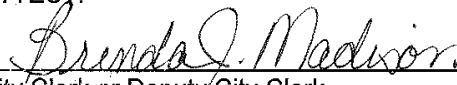
VIII. RATIFICATION:

RESOLUTION NO. 2011-R-11

  
Cathy A. Noon, Mayor

1-18-11  
Date

ATTEST:

  
City Clerk or Deputy City Clerk



---

**CITY OF CENTENNIAL, COLORADO**  
**13133 East Arapahoe Road, Centennial, Colorado 80112**

---

**ADMINISTRATIVE POLICY**  
**No. 2010-AP-03**

**EXPENDITURE POLICY**

---

**I. AUTHORITY:**

City Ordinance No. 2010-O-06, an ordinance amending Article 2 of Chapter 2 of the City's Municipal Code, provides authority to the City Manager to develop City financial policies. Section 2-2-130(b)(6) of Ordinance No. 2010-O-06 describes the responsibilities and duties of the City Manager concerning financial policies and states the City Manager shall be authorized to promulgate administrative policies, including financial policies, consistent with all federal, state and local laws subject to ratification by the City Council.

**II. PURPOSE OF POLICY:**

The City's Expenditure policy provides the framework for the overall classification and management of City Expenditures. The Expenditure policy is reviewed and approved each year with the annual Budget.

**III. SCOPE:**

This policy applies to each annual Budget.

**IV. DEFINITIONS:**

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

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

**Capital Projects** – Typically a Capital Project encompasses the maintenance or purchase of land and/or the construction of a major physical asset including buildings, facilities, streets, and sidewalks.

**Division** – An organizational sub-unit of a Department. Each Division has a unique set of goals and objectives functioning within the Department.



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

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

**Fund** – A set of inter-related accounts to record revenues and Expenditures associated with a specific purpose.

**General Fund** – The primary Fund used by the City for which revenues and Expenditures are not legally restricted for use. Examples of Departments operating within the General Fund include Public Safety and Finance.

**Special Revenue Funds** – Special Revenue Funds account for revenues sources that are legally restricted for specific purposes.

## V. POLICY:

### Classification

Fund accounting is generally used for accounting purposes. Each Fund is established for a specific purpose and is considered a separate accounting entity. All City Expenditures within the Funds described below are appropriated by City Council.

#### City Fund Types

**General Fund** - the General Fund is the general operating Fund of the City. It is used to account for all resources except those required to be accounted for in another Fund.

**Special Revenue Funds** - Special Revenue Funds are used to account for the proceeds of specific revenue sources that are restricted or committed to Expenditure for specified purposes other than debt service or Capital Projects.

**Debt Service Funds** - Debt Service Funds are used to account for financial resources that are restricted, committed, or assigned to Expenditure for principal and interest.

**Capital Project Funds** – Capital Project Funds are used to account for resources that are restricted, committed, or assigned to Expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets.

**Enterprise Fund** - Enterprise Funds account for activities which are similar to those found in the private sector. Financial activity is reported in essentially the same manner as in commercial accounting where net income and capital maintenance are measured.

#### Expenditure Classifications

**Personnel Services** - includes salaries for full-time and part-time employees, overtime pay, insurance, retirement, and other costs related to the City. The



compensation plan is intended to provide all employees with fair and equitable pay and to provide a uniform system of payment.

**Contracted Services** - includes services contracted by the City to enhance operations or perform specific tasks or programs.

**Other Services & Supplies** - includes administrative Expenditures such as office supplies, professional dues, subscriptions, travel and training expense, audit/consulting fees, telephone/utility charges, and photocopying.

**Capital Outlay** - includes Expenditures for capital items, or fixed assets that have a life of more than one year, and a cost greater than \$5,000. Capital Outlay may include land, buildings, infrastructure, vehicles and certain office equipment. Capital Expenditures increase asset accounts, although they may result indirectly in the decrease of a liability.

Capital Expenditures may be recorded in the Capital Improvement Fund, Open Space Fund or Conservation Trust Fund. When making capital purchases, the financial impacts for future years, including repairs and maintenance to the asset are considered in addition to the feasibility of purchases that may create cost savings in future years. Prior to making significant investment for infrastructure, the funding source and efficiencies gained shall be considered.

Management

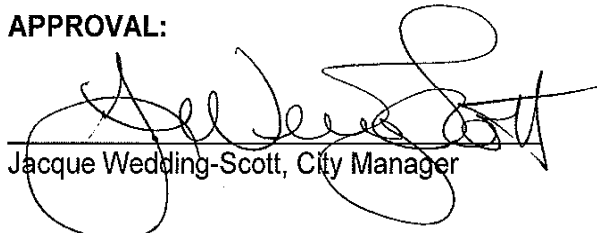
Monthly, the Finance Department shall review and distribute the actual year to date Expenditure reports to each Department. Each Department manager is responsible and accountable for ensuring total Departmental Expenditures are within Budget. If additional funds are necessary to provide services to the community, an alternative source of funding must be identified and approved by City Council.

In accordance with Section 8.6 of the City's Home Rule Charter, the Finance Director shall prepare and distribute regular reports to the City Council outlining the current financial position of the City; these reports shall include Fund financial statements including monthly and year to date actual and budgetary revenues and Expenditures, in addition to an overall analysis report.

**VI. EFFECTIVE DATE:**

This policy shall be effective upon signature.

**VII. APPROVAL:**

  
Jacque Wedding-Scott, City Manager

11.9.10  
Date



VIII. RATIFICATION:

RESOLUTION NO. 2011-R-11

Cathy A. Noon  
Cathy A. Noon, Mayor

1-18-11  
Date

ATTEST:

Brenda J. Madison  
City Clerk or Deputy City Clerk





---

**CITY OF CENTENNIAL, COLORADO**  
13133 East Arapahoe Road, Centennial, Colorado 80112

---

**ADMINISTRATIVE POLICY**  
**No. 2010-AP-04**  
**Modified for Ratification**

**BUDGET POLICY**

---

**I. AUTHORITY:**

The City's Home Rule Charter ("Charter"), as adopted in 2008, requires the City to prepare an annual Budget. The Charter specifically addresses the Proposed Annual Budget (Section 11.5), Budget Hearing (Section 11.6), Scope of Annual Budget (Section 11.7), Contingencies (Section 11.10), Adoption of Budget and Appropriation (Section 11.12), and Amendments and Appropriations (Section 11.13).

In addition, City Ordinance No. 2010-O-06, an ordinance amending Article 2 of Chapter 2 of the City's Municipal Code, provides authority to the City Manager to develop City financial policies. Section 2-2-130(b)(6) of Ordinance No. 2010-O-06 describes the responsibilities and duties of the City Manager concerning financial policies and states the City Manager shall be authorized to promulgate administrative policies, including financial policies, consistent with all federal, state and local laws subject to ratification of the policy by the City Council.

**II. PURPOSE OF POLICY:**

The City's Budget policy provides the framework for the overall fiscal management of the City. The policy provides the necessary information for City Council and each functional area of the City to make sound fiscal decisions, and is the guideline for evaluating both current activities and potential new activities. The Budget policy also reflects the principles and practices that have allowed the City to maintain financial stability through economic downturns and uncertainties.

**III. SCOPE:**

This policy applies to each annual Budget.

**IV. DEFINITIONS:**

Adopted – The Budget as approved by the City Council.

Appropriation – A specific amount of money authorized by the City Council for an approved Expenditure.



**Balanced Budget** – A Budget in which planned Expenditures do not exceed forecasted Revenues plus Fund Balance, including surpluses.

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

**Capital Improvement Fund** – Capital Improvement Funds account for resources used for the maintenance, acquisition, construction, and related services of capital Infrastructure.

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

**Contingency** – An Appropriation of funds to cover unforeseen events that occur during the Fiscal Year, such as federal mandates, shortfalls in Revenue, and similar eventualities.

**Expenditure** – The actual spending of funds set aside by Appropriation for identified goods and/or services.

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

**Fund** – A set of inter-related accounts to record Revenues and Expenditures associated with a specific purpose.

**Fund Balance** – The amount of financial resources available for use, derived from unencumbered resources available in a Fund from the prior/current year after payment of the prior/current year Expenditures.

**General Fund** – The primary Fund used by the City for which Revenues and Expenditures are not legally restricted for use. Examples of departments operating within the General Fund include Public Safety, Public Works, and Finance.

**General Improvement District (GID)** – A public entity created according to Colorado Revised Statutes that provides specific services to a limited geographic area.

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

**Modified Accrual Basis of Accounting** - The basis of accounting by which Revenues are recorded when they are both measurable and available. Expenditures are recorded when a liability is incurred.

**Operating Budget** – The annual Appropriation of funds for program costs, which include salaries, benefits, maintenance, operations, and capital outlay items.



Proposed – The Budget presented to City Council prior to their adoption of the Budget document.

Reserve – An account which sets aside a portion of a Fund's balance for some future use. These funds are not available for Appropriation or Expenditure except when qualifying events occur.

Revenue – Funds received from the collection of taxes, fees, permits, licenses, interest, and grants during the Fiscal Year.

Special Revenue Funds – Special Revenue Funds account for Revenue sources that are legally restricted for specific purposes.

### **V. POLICY:**

#### *Budget Philosophy*

The City's Budget is the long-range financial plan by which Council policy is implemented and controlled. In addition to the City's Charter, the Colorado Constitution and Colorado State Budget Law provide the basic legal requirements and timelines for the City's budget process. City Council's goals, City-wide objectives, ordinances, and resolutions provide policy direction that respond to the needs and desires of the community.

Municipal services are funded through a variety of taxes, fees, charges for service, and intergovernmental Revenues. Generally, the City:

- anticipates conservative growth and Revenue forecasts for budgeting purposes
- appropriates the Budget in accordance with the City's Charter, Colorado Constitution, and Colorado State laws
- adopts financial management policies that establish guidelines for financial plans and includes these policies in the annual budget document
- establishes Budgets for all Funds based on adopted policies and practices
- adjusts the Budget to reflect changes in the local economy, changes in priorities, and receipt of unbudgeted Revenues
- organizes the Budget so that Revenues are related to Expenditures, to the extent possible
- prepares a multi-year strategic plan for the City, including capital improvement projects
- allows staff to manage the operating and capital budgets, with City Council's approval



- provides department directors with immediate access to Revenue and Expenditure information to assist their efforts in controlling annual Expenditures against budget appropriations

#### Budget Process

The annual Budget is generally prepared in accordance with the Governmental Accounting, Auditing, and Financial Reporting (GAAFR) and the Governmental Accounting Standards Board (GASB), in addition to the guidelines of the Government Finance Officers Association (GFOA). The City prepares its Budget on a calendar year basis as required under the City's Charter. The Budget must be balanced, or present a Revenue surplus. "Balanced Budget" is defined as a Budget in which planned Expenditures do not exceed forecasted Revenues plus Fund Balance, including surpluses. This means that appropriated Expenditures cannot exceed the sum of anticipated Revenues and beginning Fund Balance.

#### Budget Committee

In accordance with Section 11.16(c) of the Charter, City Council passed Ordinance No. 2009-O-3, creating the Centennial Budget Committee. The purpose of this committee is to promote citizen involvement in the budgeting decisions of the City by having the committee study all phases of the Budget and make recommendations and reports to City Council about those studies.

#### Budget Term

The Budget Term is consistent with the City's Fiscal Year which begins on the first day of January and ends on the last day of December.

#### Basis for Budgeting

The Budget parallels the City's governmental accounting basis. The Modified Accrual Basis of Accounting is used for all Fund operations and financial statements, except for the enterprise Fund, which generally uses the full accrual basis. Under the Modified Accrual Basis of Accounting, Revenues are recognized as soon as they are both measurable and available and Expenditures are generally recorded when a liability is incurred. The City accounts for Revenues and Expenditures if collected or incurred within 60 days of the end of the fiscal period. In comparison, under the full accrual basis of accounting, which is used for the City's government-wide financial statements and proprietary Fund financial statements, Revenues are recorded when earned and Expenditures are recorded when a liability is incurred, regardless of the timing of related cash flows.

#### Budget Contingencies

Budget contingencies, or "Use of Prior Year Fund Balance", may be established for those times when spending for unanticipated, or Contingency items, are unforeseeable. Generally, Budget Contingency amounts may be established within any of the City's funds, including the Capital Improvement Fund, Open Space Fund, Conservation Trust Fund, General Improvement District Fund, or Urban Redevelopment Fund. A Contingency line item is required for the General Fund, pursuant to the City Charter, Section 11.10. The amount budgeted as a Contingency is primarily for those times when spending for a particular item has not been budgeted, or for project costs greater than the amount originally established due to unforeseen circumstances. If a project is completed for an amount less than budgeted, the unspent balance may be moved to the



Contingency line item within the same Fund. Amounts may be moved in and out of the Contingency line item by Fund, as necessary, while maintaining the budgeted Fund Balance as a percent of Expenditures plus transfers out.

### Budget Recommendations

In accordance with the City Charter (Section 11.5), on or before the twentieth (20th) day of September, the City Manager is required to present a Proposed Budget for the upcoming year to City Council. The Proposed Budget provides a complete financial plan for each Fund of the City, and includes appropriate financial statements for each type of Fund showing comparative figures for the last completed Fiscal Year, adopted figures for the current year, comparative anticipated figures (revised) for the current year, and recommendations for the ensuing year.

### Public Hearings

In accordance with the City Charter (Section 11.6), the City Manager's Proposed Budget is a matter of public record and is open to the public for inspection. One public hearing on the Proposed Budget, and amendments as necessary to the current year's Adopted Budget, occurs each year. Appropriate notice (at least seven days in advance) of the time and place of the hearing is placed in a newspaper of general circulation.

### Adoption and Appropriation of Funds

In accordance with the City Charter (Section 11.12), on or before the fifteenth (15th) day of December, the City Council shall adopt a Balanced Budget by resolution for the current year revised and ensuing year, and may adopt a revised Budget for the current year concurrent with the adoption of the ensuing year's Budget.

In accordance with the City Charter (Section 11.7), the budget adopted by the City Council shall contain the following:

- an estimate of anticipated revenue from all sources for the ensuing year
- an estimate of the general fund cash surplus at the end of the current fiscal year or of the deficit to be made up by appropriation
- the estimated expenditures necessary for the operation of the departments, offices and agencies of the City
- debt service requirements for the ensuing fiscal year
- an estimate of the sum required to be raised by the tax levy for the ensuing fiscal year and the rate of levy necessary to produce such sum
- a balance between the total estimated expenditures, including any deficit to be met and monies set aside for public improvements and total anticipated revenue plus any surplus

In addition, all estimates shall be in detail showing revenues by source and expenditures by departments, organizational units, activities, character and object.





Changes to Adopted Budget

After the commencement of the Fiscal Year, the amounts appropriated for the Proposed Expenditures in the Adopted Budget are deemed appropriated for each purpose specified. The Expenditures of City operating funds cannot exceed the budgeted Appropriations for the respective Fund. In certain cases however, Adopted Budgets can be increased, decreased, or amounts transferred between Funds upon City Council authorization.

Supplemental Appropriation

On recommendation by the City Manager, and in accordance with City Charter (Section 11.13), City Council can make supplemental Appropriations from actual and anticipated Revenues and prior year Reserve amounts as long as the total amount budgeted does not exceed the actual or anticipated Revenue total and the available Reserve balance. No Appropriation can be made which exceeds the Revenues, Reserves, or other funds anticipated or available except for emergencies endangering the public peace, health or safety after the adoption of the annual Appropriation.

Unanticipated Revenue

Council may approve for Expenditure any unanticipated Revenue that may be received during the Fiscal Year. Such Revenue may be generated from grants, issuance of bonds, or the implementation of a new fee.

Carry Over

Generally, all Operating Budget Appropriations lapse at year end, although unexpended Appropriations may be reappropriated for the next year. Unexpended capital project Appropriations in the Capital Improvement Program are automatically reappropriated for the next year, by project, until project completion at which time funds are unappropriated and generally reported in Fund Balance.

Budget Decreases

The Budget may be decreased below approved levels during the Fiscal Year. Changes in service demands, economic conditions, and City Council goals and direction may cause such Budget reductions. Each service area is responsible for developing a plan to reduce expenses. Each plan must be in place and ready for implementation should the need arise. If the City Manager directs Budget reductions, Council will be informed immediately and may take action as deemed necessary to prevent or minimize any deficit through resolution. If the circumstances leading to the reduction in Budget changes, the Appropriation may be made available for Expenditure.

Level and Control / Budget Transfers

Control of Expenditures is exercised at the Fund level. Department directors are responsible for all Expenditures made against Appropriations within their respective departments. The Finance Department may allocate resources within a Fund, with the City Manager's consent provided the following:

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

The City may transfer appropriated funding from one Fund to another Fund provided:



- the transfer is made from a Fund in which the amount appropriated exceeds the amount needed to accomplish the purpose specified by the Appropriation
- the purpose for which the funds were initially appropriated no longer exists
- the transfer, if applicable, may include a subsidy of funding from one Fund to support program needs of another Fund
- the transfer is approved by City Council through resolution

### Lapsed Appropriations

All Appropriations not spent at the end of the Fiscal Year lapse into the Fund Balance applicable to the specific Fund, except as follows:

- Capital Improvement Program – Appropriations within the Capital Improvement, Open Space, and Conservation Trust Funds do not lapse until the project is completed and/or closed out
- the City Council can terminate a capital project or a federal or state grant at any time prior to completion of the project or expiration of the grant

### Budget Preparation and Schedule

The City's financial and management policies guide the preparation of the Budget. Staff is required to reference and incorporate into departmental budgets the community's goals and strategies. The goals and objectives which support community values and vision can be found throughout the Budget document. A team comprised of City Staff develops the guidelines which are consistent with Budget and financial policies. During the development of the Budget, all department directors provide their expertise to the budget team.

### Fund Accounting

Fund accounting is generally used both for Budgeting and accounting purposes. Each Fund is established for a specific purpose and is considered a separate accounting entity. Council must approve or appropriate any Expenditure from the various Funds, including Expenditures from Reserves. Authorization is generally formalized prior to the beginning of each Fiscal Year, but may occur by City Council anytime during the year if funds are available. All City Expenditures within the Funds described below are appropriated by City Council.

#### City Fund Types

**General Fund** - the General Fund is the general operating Fund of the City. It is used to account for all resources except those required to be accounted for in another Fund.

**Special Revenue Funds** - Special Revenue Funds are used to account for the proceeds of specific Revenue sources that are restricted or committed to Expenditure for specified purposes other than debt service or capital projects.



**Debt Service Funds** - Debt Service Funds are used to account for financial resources that are restricted, committed, or assigned to Expenditure for principal and interest.

**Capital Project Funds** – Capital Project Funds are used to account for resources that are restricted, committed, or assigned to Expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets.

**Enterprise Fund** - Enterprise Funds account for activities which are similar to those found in the private sector. Financial activity is reported in essentially the same manner as in commercial accounting where net income and capital maintenance are measured.

Strategic Plan

The City develops a five year strategic plan that demonstrates its ability to accomplish long-term goals. The strategic plan is intended to be utilized as a planning tool and does not illustrate future Budgets, services, or programs in any detail, but only by Fund type. Although Expenditures are approved for the current Budget year only, the plan includes the following:

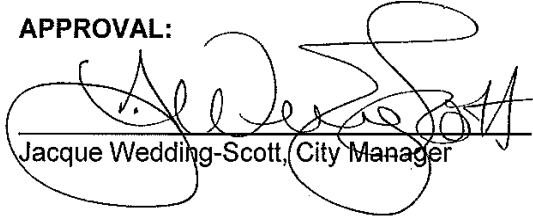
- long-term goals of the City
- a listing of all capital improvements and other capital Expenditures which are proposed to be undertaken during the current Budget and four years beyond, with appropriate supporting information as to the necessity of each
- cost estimates and recommended time schedules for each improvement or other capital Expenditure
- method of financing each capital Expenditure
- estimated annual cost of operating and maintaining the facilities to be constructed or acquired



**VI. EFFECTIVE DATE:**

This policy shall be effective upon signature.

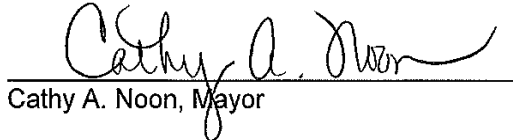
**VII. APPROVAL:**

  
Jacque Wedding-Scott, City Manager

1.7.11  
Date

**VIII. RATIFICATION:**

RESOLUTION NO. 2011-R-11

  
Cathy A. Noon, Mayor

1-18-11  
Date

**ATTEST:**

  
City Clerk or Deputy City Clerk



---

**CITY OF CENTENNIAL, COLORADO**  
13133 East Arapahoe Road, Centennial, Colorado 80112

---

**ADMINISTRATIVE POLICY**  
**No. 2010-AP-05**

**DEBT POLICY**

---

**I. AUTHORITY:**

Article XII of the City's Home Rule Charter ("Charter"), Bond Indebtedness, as adopted in 2008, permits the City to borrow money or enter into other obligations and issue securities or other evidences of such obligations in such form and manner as determined by the City Council to be in the best interests of the City. The Charter states that such borrowings are subject to the applicable limitations in the Colorado Constitution, including limitations as set forth in the Taxpayer's Bill of Rights ("TABOR").

As a home rule municipality, the City is not subject to state statutory percentage limitations on outstanding general Debt. Article XII of the City's Charter does not place a limit on bonded indebtedness; rather, it is left to the discretion of the City Council subject to the constitutional requirements of TABOR or other constitutional provisions.

According to Article X, Section 20 of the Colorado Constitution, TABOR requires voter approval in advance for the "creation of any multiple fiscal year direct or indirect district Debt or other financial obligation whatsoever" [TABOR(4)(b)]. The exceptions to this provision are:

1. refinancing district bonded Debt at a lower interest rate
2. adding new employees to the district's pension plan
3. pledging adequate present cash reserves irrevocably, to be held for payment in all future fiscal years

In addition, City Ordinance No. 2010-O-06, an ordinance amending Article 2 of Chapter 2 of the City's Municipal Code, provides authority to the City Manager to develop City financial policies. Section 2-2-130(b)(6) of Ordinance No. 2010-O-06 describes the responsibilities and duties of the City Manager concerning financial policies and states the City Manager shall be authorized to promulgate administrative policies, including financial policies, consistent with all federal, state and local laws without prior approval from City Council.

**II. PURPOSE OF POLICY:**

The City's Debt policy provides a functional tool for Debt management and capital planning in a conservative and prudent manner. The policy establishes conditions for the use of Debt and provides the framework for minimizing the City's Debt service and issuance costs, retaining the highest possible credit rating, and maintaining full and





complete financial disclosure and reporting. The Debt policy may also ensure the most adequate use of the City's resources to meet its commitments to provide needed services and capital assets to the citizens of the City, and to maintain sound financial management practices.

### III. SCOPE:

This policy applies to all general obligation Debt issued by the City, and any other form of obligation of indebtedness.

### IV. DEFINITIONS:

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

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

Capital Projects – Typically a Capital Project encompasses the maintenance or purchase of land and/or the construction of a major physical asset including buildings, facilities, streets, and sidewalks.

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

Fund – A set of inter-related accounts to record Revenues and Expenditures associated with a specific purpose.

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

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

Taxpayer's Bill of Rights (TABOR) – Colorado voters approved an amendment to the Colorado Constitution that place limits on revenue and expenditures of the State and all local governments in 1992.

### V. POLICY:

#### Purpose and Use of Debt

Debt may be issued for Capital Outlay when it is an appropriate means to achieve a fair allocation of costs between current and future beneficiaries, or in the case of an emergency. Generally, Debt shall not be issued for projects due to a budgetary shortfall at the time of acquisition or construction, or for operating deficiencies.

The City may consider long term financing for the acquisition, maintenance, replacement, or expansion of physical assets and/or infrastructure assets only if the asset has a useful life of at least five years, unless otherwise approved by City Council. In addition, Debt shall not be issued for periods exceeding 100% of the economic or



useful life or average useful lives of the project or projects to be financed, unless approved by City Council.

*Debt Types and Structure*

The following types of Debt may be issued by the City:

- Direct Debt - debt payable from general revenues, including capital leases
- Revenue Debt - debt payable from a specific pledged revenue source
- Conduit Debt - debt payable by third parties for which the government does not provide credit or security
- Other Types of Hybrid Debt – debt payable from special revenues or containing other unique security pledges
- Interfund Borrowing – loans for short-term cash flow needs
- Other Debt – any other type of debt as deemed appropriate by City Council; for example, the City may consider the use of derivative products on a case by case basis and consistent with financial prudence

Debt shall generally be structured for the shortest period of time to allow for the fair allocation of costs to current and future beneficiaries or users of the asset. In addition, Debt shall be structured to achieve the lowest possible net cost to the City given market conditions, the urgency or importance of the Capital Project or asset, and the nature and type of security provided. Moreover, the City shall structure Debt with level principal and interest costs over the life of the Debt, however as described below, Back-loading of costs may be considered. To the extent possible, the City shall design the repayment of its overall Debt so as to recapture its Debt capacity for future use.

The City may issue Debt that pay a rate of interest that varies according to a pre-determined formula or results from a periodic remarketing of the securities, consistent with State law and covenants of pre-existing Debt, and in consideration of market conditions.

Periodic reviews of all outstanding Debt shall be performed to determine refunding opportunities. Refunding will be considered, subject to federal law constraints, if and when there is a net economic benefit of the refunding or the refunding is desirable in order to modernize covenant essential to City operations and management. Generally, advance or current refunding for economic savings will be performed when sufficient net present value savings from a conventional fixed rate refunding structure can be demonstrated. Factors considered to determine if savings are sufficient to warrant a refunding shall include: the length of time until the call date, the structure of the refunding Debt and expectations of future interest rates. Refundings with lesser or negative savings shall not be considered unless there is a compelling public policy objective.

Back-loading of costs will be considered only in the following circumstances:



- natural disasters or extraordinary or unanticipated external factors make the short term cost of the Debt prohibitive
- the benefits derived from the Debt issuance can clearly be demonstrated to be greater in the future than in the present
- restructuring is beneficial to the City's overall amortization schedule
- restructuring will allow Debt service to more closely match project revenues during the early years of the project's operation
- any other circumstance in which City Council deems appropriate

### Creditworthiness

The City is committed to ensuring that actions within its control are prudent and responsive, and seeks to maintain the highest possible credit rating for all categories of short and long-term Debt that can be achieved without compromising delivery of City services and achievement of City goals. The City recognizes that external economic, natural, or other events may, from time to time, affect the creditworthiness of its Debt.

### Debt Limits

The City shall maintain outstanding Debt limits at levels consistent with City Council direction, subject to the constitutional requirements of TABOR or other constitutional provisions.

### Debt Administration and Process

#### **Sale of Securities**

Generally, bonds shall be sold to the highest and best bidder for cash at public sale, or at private sale, after advertisement for public sales, and to the best advantage of the City. The City Council shall have the option to authorize a private or negotiated sale without advertisement for public sale if the City Manager has certified to the City Council that such sale would be to the best advantage of the City. If sold through competitive sale, bids shall be awarded on a true interest cost basis (TIC), provided other bidding requirements are satisfied and subject to the right of the City to waive defects and irregularities in bids, or to reject any and all bids.

The final terms and conditions for a bond sale or other debt obligation will be specified in enabling legislation, such as Resolution.

If a competitive sale is selected by City Council, underwriters may be required to post a good faith deposit. For all negotiated sales, underwriters may be required to demonstrate sufficient capitalization and experience related to the debt issuance.

Every issuance of securities to the public by the City shall be made pursuant to a disclosure document prepared with the assistance of counsel, as selected by City Council. In addition, the City may retain external bond counsel for all publicly offered Debt issues. All publicly offered debt issued by the City will include a written opinion by bond counsel affirming that the City is authorized to issue the debt, that the debt creates a binding obligation, stating that the City has met all state constitutional and statutory



requirements necessary for issuance, and determining the debt's federal and state income tax status.

The City may retain a financial advisor through a professional services selection process administered by City staff. If deemed appropriate, separate or additional financial advisors may be retained for their particular expertise for a specific transaction or project. Generally, the City's financial advisor shall not be allowed to participate as an underwriter in the competitive or negotiated sale of any of the City's securities for which it has acted within the prior six months as the City's financial advisor.

Compensation for bond counsel, disclosure counsel, underwriter's counsel, or other special counsel, financial advisors, and other financial services will be consistent with industry standards.

The City may select other service providers (e.g. escrow agents, verification agents, trustees, arbitrage consultants, etc.) as necessary to meet legal requirements and minimize net City debt costs. The selection and retention of such providers will be made consistent with the City's purchasing policy.

### **Markets**

The City shall make use of domestic capital markets when the conditions best fit the City's financing needs.

### **Credit Enhancements**

The City may enter into agreements with commercial banks or other financial entities for the purpose of acquiring letters of credit, municipal bond insurance, or other credit enhancements that will provide the City with access to credit under the terms and conditions as specified in such agreements when their use is judged cost effective or otherwise advantageous. Any such agreements shall be approved by the City Council.

### **Financial Disclosures**

The City shall provide full and complete financial disclosure, and cooperate fully with rating agencies, underwriters of its securities, institutional and individual investors, City departments and agencies, other levels of government, and the general public to provide clear, comprehensible, and accurate financial information. In addition, the City shall meet secondary disclosure requirements on a timely and comprehensive basis. The Finance Department shall be responsible for ongoing disclosure to established nation information repositories and for maintaining compliance with applicable disclosure standards promulgated by state and national regulatory bodies.

### **Investment of Borrowed Funds**

The City acknowledges its ongoing fiduciary responsibilities to actively manage the proceeds of debt issued for public purposes in a manner that is consistent with State statute and City policy.

### **Federal Arbitrage Rebate Requirement**

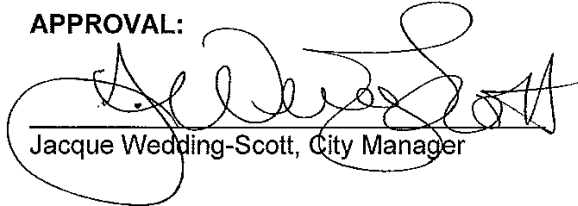
The Finance Department shall maintain a system of record keeping and reporting to meet the arbitrage rebate compliance requirements of federal internal revenue tax code applicable to particular issues of City securities.



**VI. EFFECTIVE DATE:**

This policy shall be effective upon signature.

**VII. APPROVAL:**

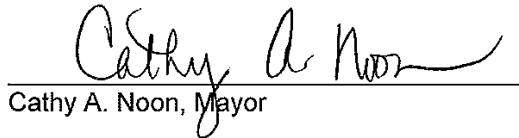
  
Jacque Wedding-Scott, City Manager

11.9.10  
Date

**VIII. RATIFICATION:**

**RESOLUTION NO.**

2011-R-11

  
Cathy A. Noon, Mayor

1-18-11  
Date

**ATTEST:**

  
City Clerk or Deputy City Clerk





---

**CITY OF CENTENNIAL, COLORADO**

13133 East Arapahoe Road, Centennial, Colorado 80112

---

**ADMINISTRATIVE POLICY**

**No. 2010-AP-06**

**1<sup>st</sup> REVISION**

**FUND BALANCE & RESERVE POLICY**

---

**I. AUTHORITY:**

City Ordinance No. 2010-O-06, an ordinance amending Article 2 of Chapter 2 of the City's Municipal Code, provides authority to the City Manager to develop City financial policies. Section 2-2-130(b)(6) of Ordinance No. 2010-O-06 describes the responsibilities and duties of the City Manager concerning financial policies and states the City Manager shall be authorized to promulgate administrative policies, including financial policies, consistent with all federal, state and local laws subject to ratification of such policies by the City Council.

**II. PURPOSE OF POLICY:**

The Fund Balance and Reserve policy of the City provides the framework for the overall fiscal management of the City. Revenue projections are conservative and authorized Expenditures are closely monitored. In stable economic times, the combination of these two strategies leads to Revenue collections higher than actual Expenditures. The accumulation of these Reserves protects the City from uncontrollable increases in Expenditures or unforeseen reductions in Revenue, or a combination of the two. This allows for the prudent financing of capital construction and replacement projects.

**III. SCOPE:**

This policy applies to all City Fund Balances and Reserves.

**IV. DEFINITIONS:**

**Appropriation** – A specific amount of money authorized by the City Council for an approved Expenditure.

**Expenditure** – The actual spending of funds set aside by Appropriation for identified goods and/or services.

**Fund** – A set of inter-related accounts to record Revenues and Expenditures associated with a specific purpose.



**Fund Balance** – The amount of financial resources available for use, derived from unencumbered resources available in a Fund from the prior/current year after payment of the prior/current year Expenditures.

**Reappropriation** – A specific amount of money authorized by City Council for an approved expenditure during a previous period and carried forward to the subsequent year; also known as a carryover expenditure.

**Reserve** – An account which sets aside a portion of a Fund's balance for some future use. These Funds are not available for Appropriation or Expenditure except when qualifying events occur.

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

### V. **POLICY:**

#### Overview

Fund Balance is the amount of financial resources available for use, and represents accumulated Revenues over Expenditures that may be appropriated by City Council. All Fund Balance amounts are re-appropriated annually within each Fund to allow for budgetary flexibility, with the exception of the General Fund. In addition, specific Reserves are set aside within each Fund; these funds are not available for Appropriation or Expenditure except when certain events occur.

The methodology and reporting of Reserves within each Fund may change from year to year, based either upon requirements of the Governmental Accounting Standards Board (GASB) or by City Council. The overall City Council Fund Balance level shall be in addition to, or in consideration of, legal and regulatory requirements.

#### Fund Balances

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

##### **Nonspendable Fund Balance**

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

##### **Restricted Fund Balance**

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



Open Space and Conservation Trust Funds are reported as Restricted for parks and open space, as the use of fund resources is restricted for specific uses as defined by Arapahoe County and the State of Colorado, respectively.

Fund Balances Restricted for TABOR emergencies constitute fiscal year spending as defined by a 1992 amendment to the State Constitution, Article X, Section 20, which has several limitations, including Revenue raising, spending abilities, and other specific requirements of state and local governments. TABOR requires local governments to establish emergency Reserves to be used for declared emergencies only and, if used, to be repaid within one year. Emergencies, as defined by TABOR, exclude economic conditions, Revenue shortfalls, or salary/fringe benefit increases. These Reserves are required to be three percent (3%) or more of fiscal year spending (as defined by TABOR); these Reserves are included in the Fund Balance in the category "Restricted". The use of this Reserve is restricted to the purpose for which it was established and can be used solely for declared emergencies.

Revenue limits under TABOR are determined based on prior year Revenues (as defined under TABOR) adjusted for inflation and annual local growth. Revenues collected in excess of these limits must be refunded in the next fiscal year unless voters approve retention of such Revenue.

#### **Committed Fund Balance**

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

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

#### **Assigned Fund Balance**

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

All uses of Assigned Funds must be approved by City Council, except in the case of an emergency or immediate public necessity as determined by the City Manager. Funds held as Assigned may be appropriated during the budget year and may also be used for ensuing budget years if additional Expenditures are required to maintain appropriate levels of service and exceed projected Revenues.



**Unassigned Fund Balance**

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

**VI. EFFECTIVE DATE:**

This policy shall be effective upon signature.

**VII. APPROVAL:**

David Zelenok, Acting City Manager

8/26/11

Date

**VIII. RATIFICATION:**

RESOLUTION NO. 2011-R-73

Cathy A. Noon, Mayor

9-8-11

Date

**ATTEST:**

City Clerk or Deputy City Clerk





---

**CITY OF CENTENNIAL, COLORADO**  
13133 East Arapahoe Road, Centennial, Colorado 80112

---

**ADMINISTRATIVE POLICY**  
**No. 2011-AP-03**

**CITY OF CENTENNIAL**  
**INVESTMENT POLICY**  
**1<sup>ST</sup> REVISION**

---

**I. AUTHORITY:**

City Ordinance No. 2010-O-06, an ordinance amending Article 2 of Chapter 2 of the City's Municipal Code, provides authority to the City Manager to develop City financial policies. Section 2-2-130(b)(6) of Ordinance No. 2010-O-06 describes the responsibilities and duties of the City Manager concerning financial policies and states the City Manager shall be authorized to promulgate administrative policies, including financial policies, consistent with all federal, state and local laws subject to ratification by City Council.

In addition, City Ordinance No. 2010-O-06 provides authority to the City Manager to approve and process all documentation and tasks necessary to conduct the financial affairs of the City including, but not limited to, all operations associated with banking and investment of the City funds.

**II. PURPOSE OF POLICY:**

The City of Centennial's ("City") Investment Policy ("Policy") addresses the methods, procedures, and practices which must be exercised to ensure effective and judicious fiscal and investment management of the City's and District funds. This policy will supersede City Council approved Investment Policy No. 2007-CCP-04.

**III. SCOPE:**

This policy shall apply to all of the City's funds, including the following:





**A. General Fund:** The general fund is the primary operating fund of the City. The fund contains the following listed major reserves which can be invested for a longer-term:

- Emergency Reserve for Taxpayer Bill of Rights (TABOR), a constitutionally mandated 3% reserve
- 10% Operating Reserves set aside for emergency City Operations

**B. Special Revenue Funds:**

- Capital Improvement Program Funds (including Capital Improvement, Open Space, and Conservation Trust Funds) consisting of financial resources to be used for the acquisition and construction of capital equipment and facilities
- Land Use Services Fund consisting of financial resources used for operations that are financed and operated in a manner similar to private business enterprises. These funds are generated through fees for land use services, building department applications, and contractor licensing
- Any other fund as created by City Council

**C. Special Assessment Funds:** The following special assessment funds are to be used for the City's district operations as deemed appropriate by the City pursuant to applicable policies.

- Antelope General Improvement District
- Cherry Park General Improvement District
- Walnut Hills General Improvement District
- Foxridge General Improvement

**D. Debt Service Funds:**

- Antelope General Improvement District Debt Service Fund to be used by the district for debt repayment.

**E. Pooled Investments:**

Cash shall be pooled for investment purposes for the General, Land Use, and Capital Improvement Funds. The investment income derived from the pooled investment account shall be allocated to the contributing funds based upon the proportion of the respective average daily balances relative to the total pooled balance in the investment portfolio.

## IV. DEFINITIONS:

See attached Exhibit A for definitions.



## **V. POLICY:**

### **INVESTMENT OBJECTIVES**

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

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

### **DELEGATION OF AUTHORITY**

The City Manager or Delegate shall:

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

### **PRUDENCE**

The standard of prudence to be used for managing the City's investment program is the "prudent investor" standard applicable to a fiduciary, which states that a prudent investor "shall exercise the judgment and care, under circumstances then prevailing, which men of prudence, discretion, and intelligence exercise in the management of the property of another, not in regard



to speculation but in regard to the permanent disposition of funds, considering the probable income as well as the probable safety of capital." (Colorado Revised Statutes §15-1-304, Standard for Investments.)

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

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

### **ETHICS AND CONFLICTS OF INTEREST**

Officers and employees involved in the investment process shall:

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

### **AUTHORIZED SECURITIES AND TRANSACTIONS**

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

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

1. U.S. Treasury Obligations: Treasury bills, Treasury notes, Treasury bonds, and Treasury STRIPS with maturities not exceeding five years from the date of trade settlement.





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

If a Federal Instrumentality Security is rated in the highest rating category by each of the Nationally Recognized Statistical Rating Organizations (NRSROs), then the security may be purchased with a final maturity not exceeding five years from the date of trade settlement.

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

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

4. Corporate Debt with a maturity not exceeding three years from the date of trade settlement, issued by any corporation or bank organized and operating within the United States. The debt must be rated at least AA- or the equivalent at the time of purchase by at least two NRSROs, and rated not less by any NRSRO that rates it. The aggregate investment in corporate debt shall not exceed 25% of the City's investment portfolio, and no more than 5% of the City's investment portfolio may be invested in the obligations of any one issuer. In addition, AAA rated FDIC guaranteed corporate bonds are herein authorized, within the aforementioned diversification and maturity requirements. At no time shall the aggregate investment in corporate debt, commercial paper, and banker's acceptances exceed 50% of the City's total investment portfolio.
5. Non-negotiable Certificates of Deposit with a maturity not exceeding one year from the date of trade settlement in any FDIC insured state or national bank located in Colorado that is an eligible public depository as defined in C.R.S. § 11-10.5-103. Certificates of deposit that exceed FDIC insurance limits shall be collateralized as required by the Public Deposit Protection Act. In addition, at the time of purchase, issuing banks shall meet the credit criteria set forth in the section of this investment policy, "Selection of Banks."
6. Commercial Paper issued by domestic corporations with an original maturity of 270 days or less from the date of trade settlement that is rated at least A-1 or the equivalent at the time of purchase by at least two NRSROs and rated not less by all NRSROs that rate the commercial paper. If the commercial paper issuer has senior debt outstanding, it must be rated at least AA- or the equivalent at the time of purchase by at least two NRSROs and rated not less by all NRSROs that rate the issuer. The aggregate investment in commercial paper shall not exceed 25% of the City's investment portfolio, and no more than 5% of the City's investment portfolio may be invested in



the obligations of any one issuer. At no time shall the aggregate investment in corporate debt, commercial paper, and banker's acceptances exceed 50% of the City's total investment portfolio.

7. Repurchase Agreements with a termination date of 180 days or less collateralized by U.S. Treasury obligations or Federal Instrumentality securities listed above with a final maturity not exceeding ten years. For the purpose of this section, the term collateral shall mean purchased securities under the terms of the PSA Bond Market Trade Association Master Repurchase Agreement as modified by the City's Master Repurchase Agreement Annex. The purchased securities shall have a minimum market value including accrued interest of 102 percent of the dollar value of the transaction. Collateral shall be held in the City's third-party custodian bank as safekeeping agent, and the market value of the collateral securities shall be marked-to-the-market daily.

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

8. Eligible Banker's Acceptances with maturities not exceeding 180 days from the date of trade settlement, issued by FDIC insured state or national banks. Banker's Acceptances shall be rated at least A-1 or the equivalent at the time of purchase by at least two NRSROs and rated not less by all NRSROs that rate the instrument. If the issuing bank has senior debt outstanding, it must be rated at least AA- or the equivalent at the time of purchase by at least two NRSROs and rated not less by all NRSROs that rate the bank. The aggregate investment in banker's acceptances shall not exceed 10% of the City's investment portfolio, and no more than 5% of the City's investment portfolio may be invested in the obligations of any one issuer. At no time shall the aggregate investment in corporate debt, commercial paper, and banker's acceptances exceed 50% of the City's total investment portfolio.
9. Local Government Investment Pools authorized under C.R.S. § 24-75-702 that: 1) are "no-load" (no commission or fee shall be charged on purchases or sales of shares); 2) have a constant net asset value of \$1.00 per share; 3) limit assets of the pool to those authorized by state statute; 4) have a maximum stated maturity and weighted average maturity in accordance with Rule 2a-7 of the Investment Company Act of 1940; and 5) have a rating of AAA or the equivalent by one or more NRSROs.
10. Money Market Mutual Funds registered under the Investment Company Act of 1940 that: 1) are "no-load" (no commission or fee shall be charged on purchases or sales of shares); 2) have a constant net asset value of \$1.00 per share; 3) limit assets of the fund to those authorized by state statute; 4) have a maximum stated maturity and weighted average maturity in





accordance with Rule 2a-7 of the Investment Company Act of 1940; and 5) have a rating of AAA or the equivalent by one or more NRSROs.

11. Interest Bearing Bank Accounts in any FDIC insured state or national bank located in Colorado that is an eligible public depository as defined in C.R.S. § 11-10.5-103. Amounts deposited that exceed FDIC insurance limits shall be collateralized as required by the Public Deposit Protection Act. In addition, at the time of deposit, the bank shall meet the credit criteria set forth in the section of this investment policy, "Selection of Banks."

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

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

## **INVESTMENT DIVERSIFICATION**

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

## **INVESTMENT MATURITY AND LIQUIDITY**

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

## **SELECTION OF BROKER/DEALERS**

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

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



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

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

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

### **COMPETITIVE TRANSACTIONS**

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

### **SELECTION OF BANKS**

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

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

### **SAFEKEEPING AND CUSTODY**

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

The purchase and sale of securities and repurchase agreement transactions shall be settled on a delivery versus payment basis. Ownership of all securities



shall be perfected in the name of the City. Sufficient evidence to title shall be consistent with modern investment, banking and commercial practices.

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

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

### **PERFORMANCE BENCHMARKS**

The investment portfolio shall be designed to attain a market rate of return throughout budgetary and economic cycles, taking into account prevailing market conditions, risk constraints for eligible securities, and cash flow requirements. The performance of the investment portfolio shall be compared to the average yield on the U.S. Treasury security that most closely corresponds to the investment portfolio's weighted average effective maturity. When comparing the performance of the investment portfolio, all fees involved with managing it (excluding safekeeping fees) shall be included in the computation of its rate of return net of fees.

### **REPORTING**

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

### **POLICY REVISIONS**

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

## **VI.EFFECTIVE DATE**

This Policy shall be effective upon signature.

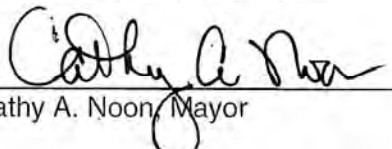


**VII. APPROVAL**

  
\_\_\_\_\_  
David S. Zelenok, Interim City Manager

Nov 23 '11  
\_\_\_\_\_  
Date

**VIII. RATIFICATION:**

  
\_\_\_\_\_  
Cathy A. Noon, Mayor

Resolution No. 2011-R-93

12/21/2011  
\_\_\_\_\_  
Date





## Exhibit A

### INVESTMENT POLICY DEFINITIONS

**Accrued Interest** - The accumulated interest due on a bond as of the last interest payment made by the issuer.

**Agency** - A debt security issued by a federal or federally sponsored agency. Federal agencies are backed by the full faith and credit of the U.S. Government. Federally sponsored agencies (FSAs) are backed by each particular agency with a market perception that there is an implicit government guarantee. An example of federal agency is the Government National Mortgage Association (GNMA). An example of a FSA is the Federal National Mortgage Association (FNMA).

**Amortization** - The systematic reduction of the amount owed on a debt issue through periodic payments of principal.

**Average Life** - The average length of time that an issue of serial bonds and/or term bonds with a mandatory sinking fund feature is expected to be outstanding.

**Banker's Acceptances** - A draft or bill of exchange accepted by a bank or trust company. The accepting institution guarantees payment of the bill, as well as the issuer.

**Basis Point** - A unit of measurement used in the valuation of fixed-income securities equal to 1/100 of 1 percent of yield, e.g., "1/4" of 1 percent is equal to 25 basis points.

**Beneficial Ownership** - Greater than 5% of a class of certain registered equity securities. Schedule 13D must be filed by the owner with the SEC and amended if material changes occur.

**Bid** - The indicated price at which a buyer is willing to purchase a security or commodity.

**Book Value** - The value at which a security is carried on the inventory lists or other financial records of an investor. The book value may differ significantly from the security's current value in the market.

**Callable Bond** - A bond issue in which all or part of its outstanding principal amount may be redeemed before maturity by the issuer under specified conditions.

**Call Price** - The price at which an issuer may redeem a bond prior to maturity. The price is usually at a slight premium to the bond's original issue price to compensate the holder for loss of income and ownership.

**Call Risk** - The risk to a bondholder that a bond may be redeemed prior to maturity.

**Cash Sale/Purchase** - A transaction which calls for delivery and payment of securities on the same day that the transaction is initiated.





**Collateralization** - Process by which a borrower pledges securities, property, or other deposits for the purpose of securing the repayment of a loan and/or security.

**Commercial Paper** - An unsecured short-term promissory note issued by corporations, with maturities ranging from 2 to 270 days.

**Convexity** - A measure of a bond's price sensitivity to changing interest rates. A high convexity indicates greater sensitivity of a bond's price to interest rate changes.

**Coupon Rate** - The annual rate of interest received by an investor from the issuer of certain types of fixed-income securities. Also known as the "interest rate."

**Credit Quality** - The measurement of the financial strength of a bond issuer. This measurement helps an investor to understand an issuer's ability to make timely interest payments and repay the loan principal upon maturity. Generally, the higher the credit quality of a bond issuer, the lower the interest rate paid by the issuer because the risk of default is lower. Credit quality ratings are provided by nationally recognized rating agencies.

**Credit Risk** - The risk to an investor that an issuer will default in the payment of interest and/or principal on a security.

**Current Yield (Current Return)** - A yield calculation determined by dividing the annual interest received on a security by the current market price of that security.

**Delivery Versus Payment (DVP)** - A type of securities transaction in which the purchaser pays for the securities when they are delivered either to the purchaser or his/her custodian.

**Derivative Security** - Financial instrument created from, or whose value depends upon, one or more underlying assets or indexes of asset values.

**Discount** - The amount by which the par value of a security exceeds the price paid for the security.

**Diversification** - A process of investing assets among a range of security types by sector, maturity, and quality **rating**.

**Duration** - A measure of the timing of the cash flows, such as the interest payments and the principal repayment, to be received from a given fixed-income security. This calculation is based on three variables: term to maturity, coupon rate, and yield to maturity. The duration of a security is a useful indicator of its price volatility for given changes in interest rates.

**Fair Value** - The amount at which an investment could be exchanged in a current transaction between willing parties, other than in a forced or liquidation sale.

**Federal Funds (Fed Funds)** - Funds placed in Federal Reserve banks by depository institutions in excess of current reserve requirements. These depository institutions may



lend fed funds to each other overnight or on a longer basis. They may also transfer funds among each other on a same-day basis through the Federal Reserve banking system. Fed funds are considered to be immediately available funds.

**Federal Funds Rate** - Interest rate charged by one institution lending federal funds to the other.

**Government Securities** - An obligation of the U.S. government, backed by the full faith and credit of the government. These securities are regarded as the highest quality of investment securities available in the U.S. securities market. See "Treasury Bills, Notes, and Bonds."

**Highline Financial (Highline)** - Highline delivers the highest quality and most relevant banking data and analytics solutions available, enabling investors to manage financial risks and make profitable investment decisions. Highline rates the solvency of banks, Savings & Loans, credit unions and bank holding companies by calculating capital adequacy, asset quality, earnings strength and liquidity ratios. Its ratings also assess an institution's health using weighted criteria to evaluate the industry's condition as a whole, with ratios and respective weights adjusting to meet industry changes. Ratings are distributed on a bell curve whose scale ranges from 0 to 99 and, depending on the health of the industry, the bell curve can shift towards either end of that spectrum. A rating of 30 is generally considered quite adequate.

**Interest Rate** - See "Coupon Rate."

**Interest Rate Risk** - The risk associated with declines or rises in interest rates which cause an investment in a fixed-income security to increase or decrease in value.

**Internal Controls** - An internal control structure designed to ensure that the assets of the entity are protected from loss, theft, or misuse. The internal control structure is designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that 1) the cost of a control should not exceed the benefits likely to be derived and 2) the valuation of costs and benefits requires estimates and judgments by management. Internal controls should address the following points:

1. **Control of collusion** - Collusion is a situation where two or more employees are working in conjunction to defraud their employer.
2. **Separation of transaction authority from accounting and record keeping** - By separating the person who authorizes or performs the transaction from the people who record or otherwise account for the transaction, a separation of duties is achieved.
3. **Custodial safekeeping** - Securities purchased from any bank or dealer including appropriate collateral (as defined by state law) shall be placed with an independent third party for custodial safekeeping.
4. **Avoidance of physical delivery securities** - Book-entry securities are much easier to transfer and account for since actual delivery of a document never takes place. Delivered securities must be properly safeguarded against loss or destruction. The potential for fraud and loss increases with physically delivered securities.



5. **Clear delegation of authority to subordinate staff members** - Subordinate staff members must have a clear understanding of their authority and responsibilities to avoid improper actions. Clear delegation of authority also preserves the internal control structure that is contingent on the various staff positions and their respective responsibilities.
6. **Written confirmation of transactions for investments and wire transfers** - Due to the potential for error and improprieties arising from telephone and electronic transactions, all transactions should be supported by written communications and approved by the appropriate person. Written communications may be via fax if on letterhead and if the safekeeping institution has a list of authorized signatures.
7. **Development of a wire transfer agreement with the lead bank and third-party custodian** - The designated official should ensure that an agreement will be entered into and will address the following points: controls, security provisions, and responsibilities of each party making and receiving wire transfers.

**Inverted Yield Curve** - A chart formation that illustrates long-term securities having lower yields than short-term securities. This configuration usually occurs during periods of high inflation coupled with low levels of confidence in the economy and a restrictive monetary policy.

**Investment Advisor - Discretionary** - Investment advisors are used by public entities to assist their internal finance and treasury officers with managing their portfolios by offering resources that the public entities typically are unable to obtain on their own. Independent investment advisors use their professional expertise to enhance the safety and performance of their clients' investment portfolios. Investment advisors are able to make broad recommendations as to the guidelines and best practices that should be used to structure a well-managed investment program. An investment advisor can also provide its clients with general recommendations as to the types of securities that provide opportunity in the current investment environment.

**Investment Manager - Non-discretionary** - In a non-discretionary investment management relationship, it is agreed that decisions concerning investments subject to the Agreement between the client and the investment manager shall be made by the client's authorized representative with the assistance of the manager. Independent investment managers develop comprehensive investment programs while enhancing the performance of their clients' investment portfolios through market access, professional expertise, and performance measurement and compliance. The approval of the client is required prior to the execution of any investment transaction for the Advisory Account. The investment managers will buy or sell securities and place orders for the execution of such transactions with or through such brokers, dealers, or issuers as the managers may select, subject to approval by the client.

**Investment Company Act of 1940** - Federal legislation which sets the standards by which investment companies, such as mutual funds, are regulated in the areas of advertising, promotion, performance reporting requirements, and securities valuations.

**Investment Policy** - A concise and clear statement of the objectives and parameters formulated by an investor or investment manager for a portfolio of investment securities.





**Investment-grade Obligations** - An investment instrument suitable for purchase by institutional investors under the prudent person rule. Investment-grade is restricted to those obligations rated BBB or higher by a rating agency.

**Liquidity** - An asset that can be converted easily and quickly into cash.

**Local Government Investment Pool (LGIP)** - An investment by local governments in which their money is pooled as a method for managing local funds.

**Mark-to-market** - The process whereby the book value or collateral value of a security is adjusted to reflect its current market value.

**Market Risk** - The risk that the value of a security will raise or decline as a result of changes in market conditions.

**Market Value** - Current market price of a security.

**Material Interest** - Any investment, or other financial interest, equal to or greater than 5% of an individual's total investment or financial portfolio.

**Maturity** - The date on which payment of a financial obligation is due. The final stated maturity is the date on which the issuer must retire a bond and pay the face value to the bondholder. See "Weighted Average Maturity."

**Money Market Mutual Fund** - Mutual funds that invest solely in money market instruments (short-term debt instruments, such as Treasury bills, commercial paper, bankers' acceptances, repos and federal funds).

**Mutual Fund** - An investment company that pools money and can invest in a variety of securities, including fixed-income securities and money market instruments. Mutual funds are regulated by the Investment Company Act of 1940 and must abide by the following Securities and Exchange Commission (SEC) disclosure guidelines:

1. Report standardized performance calculations
2. Disseminate timely and accurate information regarding the fund's holdings, performance, management and general investment policy
3. Have the fund's investment policies and activities supervised by a board of trustees, which are independent of the adviser, administrator or other vendor of the fund
4. Maintain the daily liquidity of the fund's shares
5. Value their portfolios on a daily basis
6. Have all individuals who sells SEC-registered products licensed with a self-regulating organization (SRO) such as the National Association of Securities Dealers (NASD)
7. Have an investment policy governed by a prospectus which is updated and filed by the SEC annually

**Mutual Fund Statistical Services** - Companies that track and rate mutual funds, e.g., IBC/Donoghue, Lipper Analytical Services, and Morningstar.



**National Association of Securities Dealers (NASD)** - A self-regulatory organization (SRO) of brokers and dealers in the over-the-counter securities business. Its regulatory mandate includes authority over firms that distribute mutual fund shares as well as other securities.

**Net Asset Value** - The market value of one share of an investment company, such as a mutual fund. This figure is calculated by totaling a fund's assets which includes securities, cash, and any accrued earnings, subtracting this from the fund's liabilities and dividing this total by the number of shares outstanding. This is calculated once a day based on the closing price for each security in the fund's portfolio. (See below.)  
[(Total assets) - (Liabilities)]/(Number of shares outstanding)

**No Load Fund** - A mutual fund which does not levy a sales charge on the purchase of its shares.

**Nominal Yield** - The stated rate of interest that a bond pays its current owner, based on par value of the security. It is also known as the "coupon," "coupon rate," or "interest rate."

**Offer** - An indicated price at which market participants are willing to sell a security or commodity. Also referred to as the "Ask price."

**Par** - Face value or principal value of a bond, typically \$1,000 per bond.

**Portfolio** - The aggregate balance of the City's cash, securities, commercial paper, corporate debt, certificates of deposit, money market mutual funds, and other authorized securities.

**Positive Yield Curve** - A chart formation that illustrates short-term securities having lower yields than long-term securities.

**Premium** - The amount by which the price paid for a security exceeds the security's par value.

**Prime Rate** - A preferred interest rate charged by commercial banks to their most creditworthy customers. Many interest rates are keyed to this rate.

**Principal** - The face value or par value of a debt instrument. Also may refer to the amount of capital invested in a given security.

**Prospectus** - A legal document that must be provided to any prospective purchaser of a new securities offering registered with the SEC. This can include information on the issuer, the issuer's business, the proposed use of proceeds, the experience of the issuer's management, and certain certified financial statements.

**Prudent Person Rule** - An investment standard outlining the fiduciary responsibilities of public funds investors relating to investment practices.





**Regular Way Delivery** - Securities settlement that calls for delivery and payment on the third business day following the trade date (T+3); payment on a T+1 basis is currently under consideration. Mutual funds are settled on a same day basis; government securities are settled on the next business day.

**Reinvestment Risk** - The risk that a fixed-income investor will be unable to reinvest income proceeds from a security holding at the same rate of return currently generated by that holding.

**Repurchase Agreement (repo or RP)** - An agreement of one party to sell securities at a specified price to a second party and a simultaneous agreement of the first party to repurchase the securities at a specified price or at a specified later date.

**Reverse Repurchase Agreement (Reverse Repo)** - An agreement of one party to purchase securities at a specified price from a second party and a simultaneous agreement by the first party to resell the securities at a specified price to the second party on demand or at a specified date.

**Rule 2a-7 of the Investment Company Act** - Applies to all money market mutual funds and mandates such funds to maintain certain standards, including a 13- month maturity limit and a 90-day average maturity on investments, to help maintain a constant net asset value of one dollar (\$1.00).

**Safekeeping** - Holding of assets (e.g., securities) by a financial institution. Fees may be charged for this service by a third-party safekeeping institution.

**Serial Bond** - A bond issue, usually of a municipality, with various maturity dates scheduled at regular intervals until the entire issue is retired.

**Sinking Fund** - Money accumulated on a regular basis in a separate custodial account that is used to redeem debt securities or preferred stock issues.

**Swap** - Trading one asset for another.

**Term Bond** - Bonds comprising a large part or all of a particular issue which come due in a single maturity. The issuer usually agrees to make periodic payments into a sinking fund for mandatory redemption of term bonds before maturity.

**Total Return** - The sum of all investment income plus changes in the capital value of the portfolio. For mutual funds, return on an investment is composed of share price appreciation plus any realized dividends or capital gains. This is calculated by taking the following components during a certain time period.  $(\text{Price Appreciation}) + (\text{Dividends paid}) + (\text{Capital gains}) = \text{Total Return}$

**Treasury Bills** - Short-term U.S. government non-interest bearing debt securities with maturities of no longer than one year and issued in minimum denominations of \$10,000. Auctions of three- and six-month bills are weekly, while auctions of one-year bills are monthly. The yields on these bills are monitored closely in the money markets for signs of interest rate trends.



**Treasury Notes** - Intermediate U.S. government debt securities with maturities of one to 10 years and issued in denominations ranging from \$1,000 to \$1 million or more.

**Treasury Bonds** - Long-term U.S. government debt securities with maturities of ten years or longer and issued in minimum denominations of \$1,000. Currently, the longest outstanding maturity for such securities is 30 years.

**Uniform Net Capital Rule** - SEC Rule 15C3-1 outlining capital requirements for broker/dealers.

**Volatility** - A degree of fluctuation in the price and valuation of securities.

**"Volatility Risk" Rating** - A rating system to clearly indicate the level of volatility and other non-credit risks associated with securities and certain bond funds. The ratings for bond funds range from those that have extremely low sensitivity to changing market conditions and offer the greatest stability of the returns ("aaa" by S&P; "V-1" by Fitch) to those that are highly sensitive with currently identifiable market volatility risk ("ccc-" by S&P, "V-10" by Fitch).

**Weighted Average Maturity (WAM)** - The average maturity of all the securities that comprise a portfolio. According to SEC rule 2a-7, the WAM for SEC registered money market mutual funds may not exceed 90 days and no one security may have a maturity that exceeds 397 days.

**When Issued (WI)** - A conditional transaction in which an authorized new security has not been issued. All "when issued" transactions are settled when the actual security is issued.

**Yield** - The current rate of return on an investment security generally expressed as a percentage of the security's current price.

**Yield-to-call (YTC)** - The rate of return an investor earns from a bond assuming the bond is redeemed (called) prior to its nominal maturity date. **Yield Curve** - A graphic representation that depicts the relationship at a given point in time between yields and maturity for bonds that are identical in every way except maturity. A normal yield curve may be alternatively referred to as a positive yield curve.

**Yield-to-maturity** - The rate of return yielded by a debt security held to maturity when both interest payments and the investor's potential capital gain or loss are included in the calculation of return.

**Zero-coupon Securities** - Security that is issued at a discount and makes no periodic interest payments. The rate of return consists of a gradual accretion of the principal of the security and is payable at par upon maturity.

*This glossary has been adapted from an article, entitled "Investment terms for everyday use," that appeared in the April 5, 1996, issue of Public Investor, GFOA's subscription investment newsletter.*



---

**CITY OF CENTENNIAL, COLORADO**  
**13133 East Arapahoe Road, Centennial, Colorado 80112**

---

**ADMINISTRATIVE POLICY**  
**No. 2010-AP-07**

**CAPITAL IMPROVEMENT PROGRAM POLICY**

---

**I. AUTHORITY:**

City Ordinance No. 2010-O-06, an ordinance amending Article 2 of Chapter 2 of the City's Municipal Code, provides authority to the City Manager to develop City financial policies. Section 2-2-130(b)(6) of Ordinance No. 2010-O-06 describes the responsibilities and duties of the City Manager concerning financial policies and states the City Manager shall be authorized to promulgate administrative policies, including financial policies, consistent with all federal, state and local laws subject to ratification of the policy by the City Council. In addition, Section 11.15 the City's Home Rule Charter states the City Manager shall prepare and submit to the City Council a multi-year capital program no later than the date of submission of the proposed annual Budget.

**II. PURPOSE OF POLICY:**

The City has a significant financial investment in streets, public facilities, and other capital assets and improvements. In past years, the City Council voiced a firm commitment to, and investment in the City's capital assets. As a result, a Five Year Capital Plan is prepared annually.

**III. SCOPE:**

This policy applies to the City's Capital Improvement Program.

**IV. DEFINITIONS:**

Adopted – The Budget as approved by the City Council.

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

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

Capital Improvement Program – A multi-year financial plan containing proposed construction of physical assets, such as streets, curbs, gutters, trails, parks and



sidewalks. The Capital Improvement Program is comprised of projects included in the following Funds: Capital Improvement, Open Space, and Conservation Trust Funds.

**Capital Projects** – Typically a Capital Project encompasses the maintenance or purchase of land and/or the construction of a major physical asset including buildings, facilities, streets, and sidewalks.

**Conservation Trust Fund** – Accounts for lottery proceeds received from the State of Colorado. Spending is restricted and the City's share is determined by population data and the existence of special recreations districts.

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

**Fund** – A set of inter-related accounts to record revenues and Expenditures associated with a specific purpose.

**General Fund** – The primary Fund used by the City for which revenues and Expenditures are not legally restricted for use. Examples of departments operating within the General Fund include Public Safety, Public Works, and Finance.

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

## V. POLICY:

### Funding Overview

Annually, a multi-year capital program Budget will be prepared and submitted to the City Council no later than the date of submission of the proposed annual Budget. The estimated cost for each Capital Project shall be based on present value, and funding sources for each project shall be identified. Any contingent funding source shall not be included in the capital program Budget until such time as it becomes reasonably apparent funding will be provided, including the amount to be provided.

Routine operating and maintenance costs which do not add to the value or useful life of a particular capital asset shall not be included as a capital Expenditure in the Capital Improvement Program Fund, as these are considered operating Expenditures which are accounted for and reported in the General Fund.

The Capital Improvement Program Fund is comprised of three (3) Funds: Capital Improvement Fund, Open Space Fund, and Conservation Trust Fund.

**Capital Improvement Fund** – projects included in the Capital Improvement Fund may be funded by dedicated revenue sources, transfers from the General Fund, or grant funds.

**Open Space Fund** – projects included in the Open Space Fund may be funded by the City's share of the Arapahoe County Open Space sales tax, grants, investment earnings, or other funding received.



Conservation Trust Fund – projects included in the Conservation Trust Fund may be funded by the City's share of State Lottery proceeds, grants, investment earnings, or other funding received

Although the majority of Capital Projects may be included in the Capital Improvement Program, other projects may be included in the General Fund or any other Fund as deemed appropriate by the City Manager.

Reporting Requirements

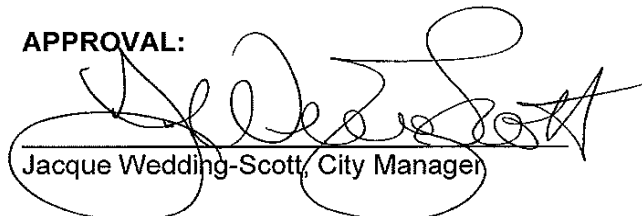
In accordance with the City's Home Rule Charter, Section 11.15 the following information, at a minimum, will be provided in the annual capital program Budget.

1. A clear general summary of its contents
2. Identification of the long-term goals of the City
3. A list of all capital improvements and other capital Expenditures which are proposed to be undertaken during the fiscal years next ensuring, with appropriate supporting information as to the necessity for each
4. Cost estimates and recommended time schedules for each improvement or other capital Expenditure
5. The method of financing each capital Expenditure
6. The estimated annual cost of operating and maintaining the facilities to be constructed or acquired
7. A commentary on how the plan addresses the environmental and economic sustainability of the City and the regional community of which it is a part
8. The methods to measure outcomes and performance of the capital plan related to the long-term goals of the community

**VI. EFFECTIVE DATE:**

This policy shall be effective upon signature.

**VII. APPROVAL:**

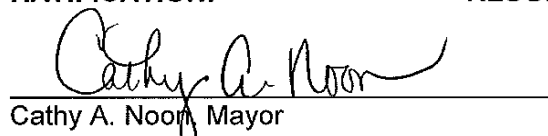
  
Jacques Wedding-Scott, City Manager

11.9.10  
Date

**VIII. RATIFICATION:**

**RESOLUTION NO.**

2011-R-11

  
Cathy A. Noon, Mayor

1-18-11  
Date

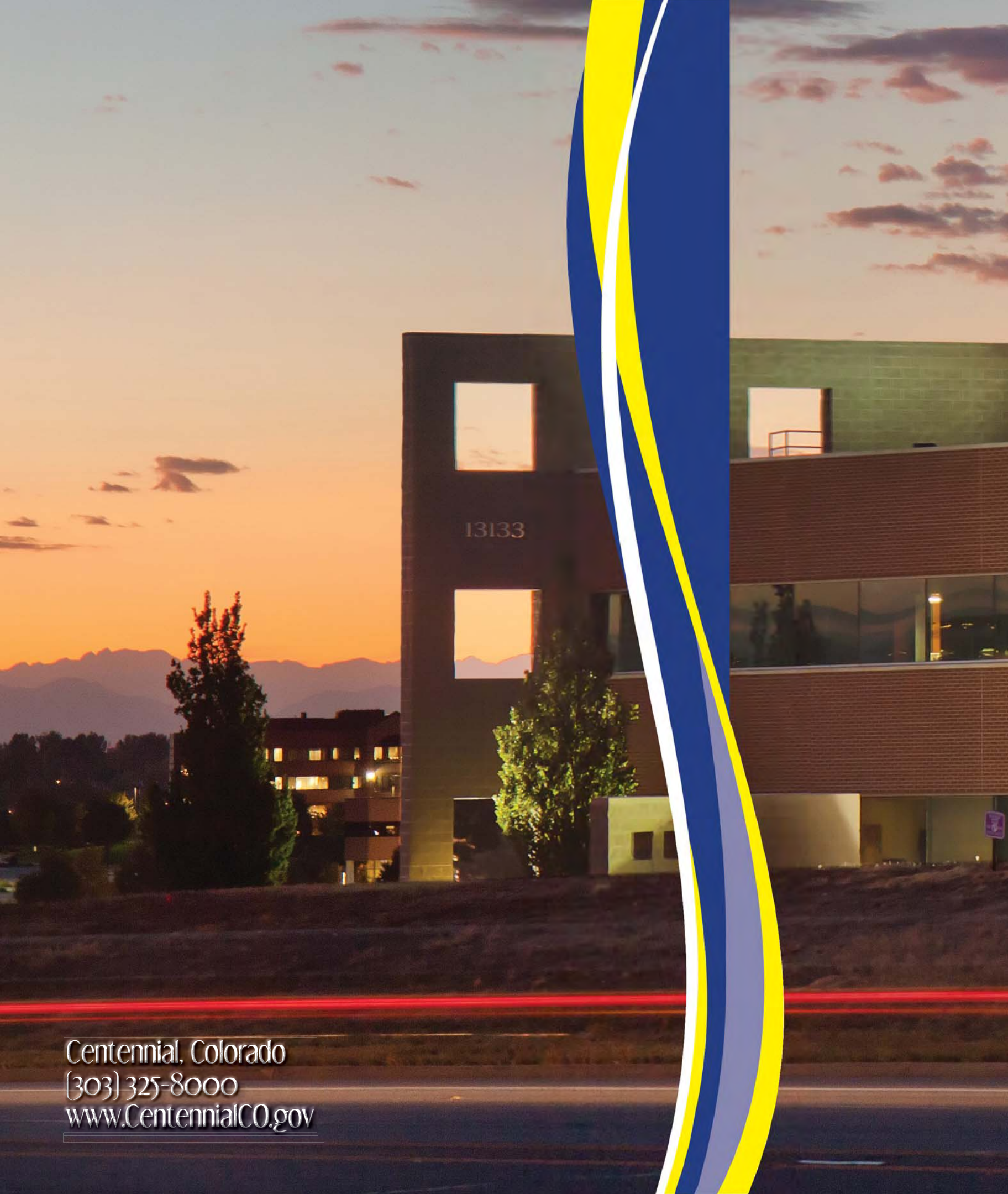




ATTEST:

*Brenda J. Madison*

\_\_\_\_\_  
City Clerk or Deputy City Clerk



Centennial, Colorado  
(303) 325-8000  
[www.CentennialCO.gov](http://www.CentennialCO.gov)