



2018 BUDGET



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CITY OF CENTENNIAL

2018 BUDGET

NOVEMBER 6, 2017



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Centennial
Colorado**

For the Fiscal Year Beginning

January 1, 2017

Christopher P. Merrill

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, 2017. 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.



2018 ANNUAL BUDGET

Elected Officials

Mayor Cathy Noon

Candace Moon - Council District 1

Kathy Turley - Council District 1

Doris Truhlar - Council District 2

Carrie Penaloza - Council District 2

Mark Gotto - Council District 3

Ken Lucas - Council District 3

Charles "C.J." Whelan - Council District 4

Mayor Pro Tem Stephanie Piko - Council District 4

Centennial Budget Committee

Mayor Cathy Noon • Council Member Mark Gotto

Guthrie Schaffer, Citizen • James Albee, Citizen • Dale Knipp, Citizen

Matthew Sturgeon, City Manager • Doug Farmen, Finance Director

City Staff/Contracted Program Managers

Matthew Sturgeon, City Manager • Elisha Thomas, Deputy City Manager

Dave Walcher, Sheriff • Bob Widner, City Attorney • Doug Farmen, Finance Director

Linda Gregory, Deputy Finance Director • Jeff Cadiz, Revenue Manager

Andy Firestine, Assistant City Manager • Paula Gibson, Human Resources Director

Scott Blumenreich, Chief Innovation Officer • Eric Eddy, Director of Strategic Initiatives

Craig Faessler, Public Works Program Director • Steve Greer, Community Development Director

Sheri Chadwick, Communications Director • Carla Coburn, Information Technology Manager

Barbara Setterlind, City Clerk • Neil Marciniak, Economic Development Manager

Kimber Liss, Court Administrator

Contents and Production

Connor Meade, Financial Analyst

Jeff Cadiz, Revenue Manager

Cover & Tab Artwork

Lyndsay Lack, Digital Media Specialist II

Kersten Baldwin, Digital Media Strategist



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BUDGET GUIDE



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How To Use This Document

The City Manager of the City of Centennial presents the Annual Budget to the Elected Officials and citizens as a funding plan for policies, goals, and service levels as determined by the City Council. The Budget document is a comprehensive decision-making tool that provides detail for the 2017 and 2018 Budgets. This Budget document includes 2016 Actual, 2017 Adopted, 2017 Amended and 2018 Budget data.

The Budget document provides fund summary reports as well as program Budgets that identify activities and financial detail for each City department and division. 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. Council's goals are established on an annual basis for the purpose of guiding the organization. Each department summary identifies the department's budget overview, accomplishments, goals, objectives, performance measurements, and staffing levels.

Included in the Budget Message section are explanations of significant changes and/or variances that have occurred between the 2017 Adopted Budget and the 2018 Budget. Staffing levels for the 2018 budget-year are reflected in this section as well.

Budget Guide

This guide is a summary of the information contained in the annual Budget document. There are ten (10) main sections to this book: Budget Guide, Budget Message, Introduction, Strategic Plan, Fund Summaries, General Fund, Land Use Fund, Capital Improvement Program, GIDs & CURA, 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 and its communities, 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
 - Budget Preparation and Schedule
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 - Lapsed Appropriations

- Fund Accounting
- City Fund Types
- Strategic Plan
- Other Financial Policies
 - Revenue Policy and Overview
 - Expenditure Policy
 - Fund Balance and Reserve Policy
 - Debt Policy

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 the General Fund and the Capital Improvement Fund.

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. This section also provides readers the Staff & Contracted Resources. This reports the Full Time Equivalent (FTE) count for the 2016 Actual, 2017 Revised, and 2018 Budgets.

General Fund

Each City department and division provides detailed 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.

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 Technology and Innovation
 - Economic Development
- Administration
 - Human Resources
 - Communications
- Financial
 - Finance
 - Nondepartmental
 - Central Services
- Public Works
 - Administration and Management
 - Traffic and Transportation
 - Field Services
 - 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. This section includes the Fund's organizational chart, staffing levels, overview, prior year accomplishments, performance measures, as applicable, current year goals and objectives, and Budget summary by Budget category. 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. This section includes the program overview, prior year accomplishments, performance measures, as applicable, current year goals and objectives, and Budget summary by Budget category. 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.

GIDs & CURA

The GIDs & CURA section consists of the City's other funds and is broken out as follows:

- 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

This section includes the Fund's overview, and Budget detail and Budget summary by Category.

Appendix

A list of terms used throughout the Budget document and a short definition of each term is included as a resource to readers. 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 readers with more detail regarding Financial and Purchasing Policies and Resolutions adopting the Annual Budget and Certification of the Mill Levies.

BUDGET MESSAGE





November 6, 2017

Honorable Mayor Noon and Members of City Council:

I am pleased to submit for your consideration the 2018 Annual Budget. Section 11.5 of the Centennial Home Rule Charter requires the Proposed Budget to be presented to City Council on or before September 20th of each year. The Proposed Budget was timely submitted to City Council and publicly-noticed budget workshops were held to review the Proposed Budget on August 21st and 22nd, and again on September 18th. A public hearing for consideration of the budget is scheduled for November 6th, 2017.

As required by the Centennial Home Rule Charter and the Colorado Local Government Budget Law, each Fund in the 2018 Annual Budget is balanced. The Annual Budget 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 Council's policy direction. The focus of the 2018 Annual Budget is continued provision of municipal operations while delivering services as effectively and efficiently as possible.

2018 Annual Budget - Summary

Revenues

General Fund revenues for 2018 are budgeted at \$74.9 million, an increase of approximately \$6.0 million (8.7%) from the 2017 Adopted Budget (\$68.9 million). The increased revenues are largely due to improved revenue projection models, higher-than-budgeted sales and use tax receipts, and increases in the City's property valuations.

Revenues for All Funds are budgeted at \$88.9 million, an increase of approximately \$6.7 million (8.2%) from the 2017 Adopted Budget (\$82.2 million). The increased revenues are attributed to the General Fund increases, development activity in the Land Use Fund, and other miscellaneous revenues.

Expenditures

General Fund expenditures for 2018 are budgeted at \$61.0 million, an increase of \$3.3 million (5.6%) from the 2017 Adopted Budget (\$57.7 million). The increase in expenditures is primarily due to increases in specific projects identified within several departments, contractual agreements for services, (Law Enforcement, Public Works, and Facilities and Fleet, among others) incentives, and changes to services within the Office of Technology and Innovation. Further detail for expenditure changes is provided in the Executive Summary of Budget Variances.

Expenditures for All Funds are budgeted at \$92.3 million, an increase of approximately \$6.1 million (7.1%) from the 2017 Adopted Budget (\$86.2 million). The increased expenditures are attributed to the General Fund increases and increased expenditures within the Open Space Fund.

All changes in revenues and expenditures exclude transfers between funds. The table below shows a comparison of all fund budgeted expenditures to the 2017 Adopted Budget and the 2018 Budget. Detail on the changes between the 2017 Adopted Budget and the 2018 Budget are included in this message and within the budget variances portion of this section.

All Funds Budgeted Expenditures – Comparison to 2017 Adopted Budget

Fund	2017 Adopted Budget	2018 Proposed Budget	Amount Change	Percentage Change
General Fund	\$57,743,169	\$60,990,911	\$3,247,742	5.6%
Capital Improvement Fund	16,451,000	16,220,000	(231,000)	(1.4%)
Open Space Fund	1,620,000	4,375,000	2,755,000	170.1%
Conservation Trust Fund	302,500	432,500	130,000	43.0%
Land Use Fund	2,912,091	3,491,722	579,631	19.9%
Centennial Urban Redevelopment Authority Fund	6,521,508	6,346,651	(174,857)	(2.7%)
General Improvement District Funds	601,710	447,250	(154,460)	(25.7%)
Totals	\$86,151,978	\$92,304,034	\$ 6,143,012	7.1%

**Amounts shown exclude transfers between Funds*

The 2018 Annual Budget Process

The annual budget process is an ongoing effort of monitoring revenues and expenditures, strategic planning, Budget Committee review, and Council policy input, culminating with Council's consideration and adoption of the upcoming year's budget. This process matches desired service levels and anticipated expenditures with projected revenues, ensuring sound fiscal management.

Strategic Planning

The 2018 Annual Budget reflects ongoing strategic priorities of the City, as well as policy direction provided by Council at workshops held in April, August, and September. In developing the 2018 Annual Budget, Staff incorporated Council's direction from each Workshop and worked to develop planning and implementation strategies for identified priorities. The following priorities were identified by Council through the Strategic Planning process, discussed at the August budget workshops, and incorporated into the 2018 budget.

- Accelerated funding for the implementation of the Intelligent Transportation Systems (ITS) Master Plan (Capital Improvement Fund - \$1,000,000);
- Reconstruction of the Dry Creek Road and University Boulevard intersection (Capital Improvement Fund - \$225,000);
- Additional funding for the installation of sidewalks in the City, with additional Council discussion scheduled for 2018 (Capital Improvement Fund - \$575,000);
- Funding for the design of an East-West Trail within the City (Open Space Fund - \$130,000);
- Installation of City identity signage at key intersections, with two pilot projects identified (Capital Improvement Fund - \$60,000 in 2017 and \$150,000 in 2018);
- Funding for improvements to specific City rights-of-way (General Fund / Public Works - \$165,000); and
- In partnership with Littleton Public Schools, an additional School Resource Officer to serve LPS elementary schools (General Fund – Law Enforcement Contract).

Decision Packages, Budget Highlights, and Major Projects

In addition to the strategic priorities and associated funding included in the 2018 Budget, I have worked with Staff and Council to examine and improve our core competencies and programs. The City's core services remain intact, focusing on innovation and customer service, while continuously striving to improve service delivery.

Departments were directed to limit increases to those required to continue service delivery when preparing their 2018 budgets. Contractual increases and costs beyond the control of the City (e.g., snow and ice control materials, gas, asphalt, concrete, among other material costs) were also authorized. Departments also proposed several budget revisions that resulted in the realignment of resources with strategic priorities. These parameters ensured that the City continues to deliver services in an efficient and effective manner.

The City Manager's Proposed Budget was presented with identified decision packages for Council consideration. Budget Highlights, which identify specific budget changes that did not necessarily require policy direction, were introduced this year and included in the Proposed Budget.

Both the Decision Packages and Budget Highlights reflect Council policy direction, operational adjustments recommended by Staff, and contractually required changes. The strategic priorities of the City are represented within the Annual Budget, including improving and maintaining infrastructure, improving public safety and quality-of-life, and prudent fiscal management for future major capital projects. The following includes some of the items Council provided concurrence on including in the 2018 Annual Budget.

General Fund

- Communications – adding 0.5 FTE to bring the Commissions Coordinator position to a full-time position;
- City Manager's Office – continuing the Innovation Team initiative through 2018 and funding for strategic planning;
- Office of Technology and Innovation – funding for IT services, including direction to consider bringing certain contract services in-house in 2018;
- Fleet – purchase of a new utility vehicle to replace the existing end-of-life vehicle; and
- Law Enforcement – funding for regional crime lab services and an additional (1.0) Communications Technician FTE through the contract services provided by the Arapahoe County Sheriff's Office.

Capital Improvement Fund

- Funding for the 2018 street rehabilitation program, including additional funding for crack sealing;
- Funding for the installation of a traffic signal at Yosemite and Mineral, and direction to develop options for accelerating the installation of other identified and warranted traffic signals;
- Accelerated funding for the ITS Master Plan; and
- Funding for IT system upgrades, including replacement of Public Works software and contract routing systems.

Open Space Fund

- Funding for maintenance of Parker Jordan Open Space, Centennial Center Park and other parks, trails, and open space;
- Project management funding for the support and implementation of Open Space projects;
- Funding for one-time projects and repairs to Centennial Center Park; and
- Placeholder funding for Lone Tree Creek Trail design and construction.

Conservation Trust Fund

- Additional funding for Centennial Center Park operations and maintenance.

Staffing and Benefits

Authorization for City staffing responsive to current City needs is included in the 2018 Annual Budget. Council provided direction to add 0.5 FTE in Communications in order to provide full-time support for the Senior and Youth Commissions. Council also provided direction to consider bringing 3.0 FTE contracted IT resources in-house for efficiency purposes, if and when it makes sense. Finally, Council provided concurrence to move funding for i-team staffing from the Office of Technology and Innovation to the City Manager's Office.

The 2018 Proposed Budget also includes a benefit increase of 6% for healthcare costs. Vision costs were unchanged, while dental insurance costs were reduced by 10%.

For additional information regarding City Staffing, see the Organizational Chart and Staff Resources Summary by Position in this budget document.

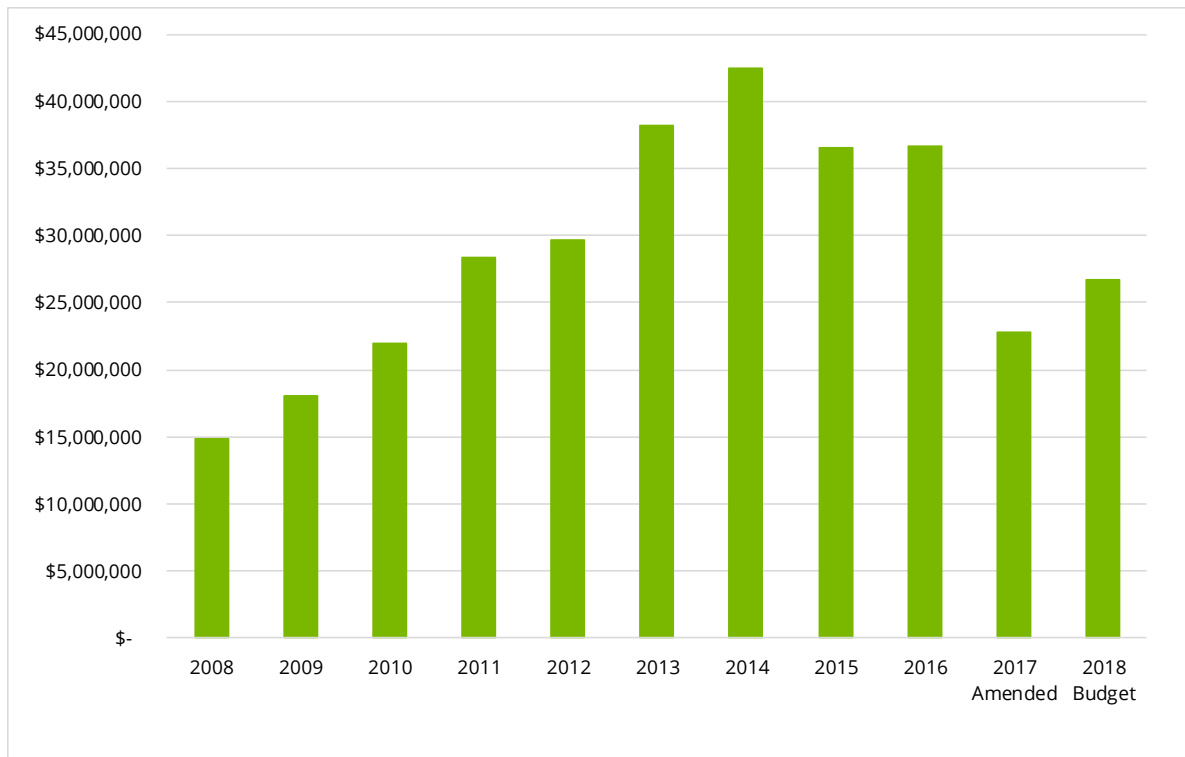
Fund Balance

The fiscal strength of the City is owed in part to its healthy fund balances. The adopted Fund Balance & Reserve Policy requires a General Fund fund balance of at least 25% of General Fund expenditures and transfers.

The City has historically maintained a fund balance above the required 25%. This budget is no exception. With Council's direction for the 2018 Annual Budget, the General Fund fund balance is budgeted at 34.86% of General Fund expenditures and transfers, for a total of \$26.7 million.

The City's debt policy states that the City will maintain outstanding debt limits at levels consistent with City Council direction. Following Council direction, major capital projects are funded with the use of cash, and as a result, the City remains debt-free. The City anticipates funding several major capital projects in upcoming years, which may affect fund balance. The General Fund fund balance trend since 2008 is shown on the following page.

Fund Balance – General Fund (2008 – 2018)



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 convened several times during the year to review specific program areas of the City, City 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 written comments and recommendations to Council. Highlights of the comments and recommendations made to Council include:

- The citizen members of the CBC are satisfied with information received during the 2018 Budget process;
- the citizen members believe the City is well-positioned financially and the budget process yields a budget that reflects Council's policies;
- The General Fund ending fund balance and current revenue estimates will allow City Council to make further investments to improve service levels in key areas including Public Safety, Public Works, Innovation, roadside maintenance, community services and commissions.
- The General and Capital Improvement Funds' fund balances and revenue levels have allowed the City to continue investing in critical, long-term infrastructure projects, such as street rehabilitation, information technology, fiber, and ITS, while setting aside funds for known future projects.
- The CBC provided valuable input on the contract for law enforcement services with the Arapahoe County Sheriff's Office, the City's compensation and benefits policies, the City's revenue model, and the Colorado Municipal League sales tax project.

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 the Staff members and City partners who assisted with the development and preparation of the 2018 Annual Budget.

The 2018 Annual Budget reflects 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 deliberate and this document reflects the careful planning and action that guides municipal operations. I look forward to working with Council to ensure that strategic planning in future years will continue to enhance the City's budget process.

I am pleased to recommend the adoption of the 2018 Annual Budget by the City Council.

Respectfully Submitted,

Matthew Sturgeon
City Manager

Budget Message

Executive Summary of Major Budget Variances

Variance Detail	2017 Adopted	2018 Budget	Net Change
ALL FUNDS			
City-wide			
The 2018 Budget reflects an increase to the raise pool which has been allocated to General Fund departments and the Land Use Fund in Personnel Services.			\$ 208,610
The 2018 Budget reflects an increase in healthcare costs in 2018 for the General Fund and Land Use Fund, including a 6% increase for medical and vision coverages.			\$ 79,295
GENERAL FUND			
City Attorney's Office			
Legal Services - Outside Counsel decreased \$30,106 in the 2018 Budget. Reduction better reflects historical costs associated with this line item.	\$ 80,106	\$ 50,000	\$ (30,106)
Legal Services - Special Projects has been moved from Nondepartmental to the City Attorney's Office in the 2018 Budget. \$140,000 in prior budgeted funds was transferred from Nondepartmental. An additional \$60,000 in new funding has been added for a total of \$200,000 in 2018.	\$ -	\$ 200,000	\$ 200,000
City Clerk's Office			
Election Services decreased \$75,000 in the 2018 Budget. Municipal elections are held only in odd-numbered years.	\$ 75,000	\$ -	\$ (75,000)
Commissions/Board/Authority Services increased \$21,000 in the 2018 Budget per approval of stipends for the Fiber Commission (Resolution 2016-R-80).	\$ 15,075	\$ 36,075	\$ 21,000
City Manager's Office			
Project Specific increased \$250,000 in the 2018 Budget. Funds are intended for various special projects scheduled in 2018.	\$ -	\$ 250,000	\$ 250,000
Professional Services increased \$30,000 for Strategic Planning in the 2018 Budget.	\$ -	\$ 30,000	\$ 30,000
Centennial i-Team moved from OTI to the City Manager's Office in the 2018 Budget.	\$ -	\$ 471,132	\$ 471,132
Economic Development			
Project Specific decreased \$125,000 for one-time costs associated with annexation resources in 2017. In addition, this line item also includes \$20,000 in new funding for two projects in 2018.	\$ 200,000	\$ 95,000	\$ (105,000)
Office of Technology & Innovation			
IT Outsourcing Services increased \$428,200 in the 2018 Budget. Total funding of \$914,000 in 2018 will be used for contracted support, equipment upgrades through the City's managed service provider, contract increases through 2018 and IT security training for City staff and Council Members.	\$ 485,800	\$ 914,000	\$ 428,200
Software & Licensing Maintenance increased \$75,700 in the 2018 Budget. Total funding of \$225,000 in 2018 will be used for increased costs associated with IT equipment and service additions in 2018.	\$ 149,300	\$ 225,000	\$ 75,700
Equipment increased \$66,000 in the 2018 Budget. Total funding of \$108,000 in 2018 will be used for replacement of IT servers and additional storage space for the City's storage area network device.	\$ 42,000	\$ 108,000	\$ 66,000
Project Specific decreased \$129,000 due to a transfer of funds from two half-time contract accountant positions for half of the year in 2018 for the City's Financial ERP system. Funding moved from OTI to Finance. An additional \$30,000 in unneeded funding removed in 2018.	\$ 159,000	\$ -	\$ (159,000)
The 2018 Budget reflects a transfer of \$471,132 in funding for the Centennial i-Team from the OTI budget into the City Manager's Office.	\$ 471,132	\$ -	\$ (471,132)

Communications			
Printing & Marketing Materials decreased \$50,000 in the 2018 Budget due to reallocated costs from print to digital publications.	\$ 150,000	\$ 100,000	\$ (50,000)
Salaries and Wages & Benefits increased \$40,000 as a result of the approval to bring the Commissions Coordinator (0.5 FTE) position to full time (1.0 FTE) within the Communications department in 2018.	\$ 470,269	\$ 529,017	\$ 40,000
Senior Commissions Activities increased \$18,000 in the 2018 Budget. Funding will be used for senior commission pilot programs in 2018.	\$ 5,000	\$ 23,000	\$ 18,000
Professional Services increased \$45,000 in the 2018 Budget for costs associated with the City's website redesign initiative scheduled for 2018.	\$ 30,000	\$ 75,000	\$ 45,000
Finance			
Auditing Services - Sales Tax Program is scheduled to increase \$20,591 in 2018 as required by the contract with the City's service provider.	\$ 444,309	\$ 464,900	\$ 20,591
Project Specific has increased \$162,000 in the 2018 Budget. This increase is primarily due to the addition of two contract accountant backfill positions in 2017 through 2018 for the City's implementation of a new finance software system. Funding for this line item transferred from OTI to Finance.	\$ 17,500	\$ 179,500	\$ 162,000
Nondepartmental			
Legal Services - Special Projects has been transferred from Nondepartmental to the City Attorney's Office in the 2018 Budget.	\$ 140,000	\$ -	\$ (140,000)
Incentive Agreements through the City increased \$1,102,240 in the 2018 Budget. The increase is due to mandated reimbursements based on various agreements.	\$ 4,431,760	\$ 5,534,000	\$ 1,102,240
Public Works			
Public Works Service Provider decreased \$216,413 in the 2018 Budget. The reduction is the result of a new ten-year contract negotiated in 2017.	\$11,705,595	\$11,489,182	\$ (216,413)
Roadside Improvements increased \$40,000 in the 2018 Budget. Total funding of \$165,000 will be used to continue the Council-directed roadside maintenance program.	\$ 125,000	\$ 165,000	\$ 40,000
Roadway Data Collection increased \$165,000 in the 2018 Budget. The increase is associated with the scheduled pavement condition survey.	\$ -	\$ 165,000	\$ 165,000
Miscellaneous Infrastructure increased \$120,000 in the 2018 Budget. The increase is due to repairs for the parking lot at the Centennial Civic Center.	\$ 30,000	\$ 150,000	\$ 120,000
Facilities & Fleet			
Professional Services increased \$91,158 in the 2018 Budget. The increase is due to new contract terms for the City's contract with the Public Works service provider.	\$ 409,806	\$ 500,964	\$ 91,158
Capital Outlay - Vehicle increased \$35,000 in the 2018 Budget. The increase is for the purchase of a replacement utility vehicle for snow removal and various maintenance capabilities at the Civic Center and Centennial Center Park.	\$ -	\$ 35,000	\$ 35,000
Law Enforcement			
The City's Law Enforcement services are provided by the Arapahoe County Sheriff's Office. The Law Enforcement budget is adjusted annually, based on contractual obligations. The 2018 Budget includes the contractual increase for services as well as \$733,435 in new funding for ACSO Crime Lab Services, one Communications Technician, a new Investigations vehicle and the replacement of a Community Services vehicle.	\$22,132,560	\$23,054,114	\$ 921,554
Municipal Court			
Traffic Officer Services increased \$51,090 in the 2018 Budget due to funds allocated to Municipal Court from the contract with the Arapahoe County Sheriff's Office.	\$ 1,459,747	\$ 1,510,837	\$ 51,090
Indirect Costs in Municipal Court increased \$31,402 in the 2018 Budget due to funds allocated from the contract with the Arapahoe County Sheriff's Office.	\$ 142,136	\$ 173,538	\$ 31,402
Code Compliance			
Code Compliance services are provided by a third-party contractor. The 2018 Budget includes an increase pursuant to the terms of the contract.	\$ 464,617	\$ 474,350	\$ 9,733
TOTAL GENERAL FUND	\$3,148,149		

Budget Message

Executive Summary of Major Budget Variances

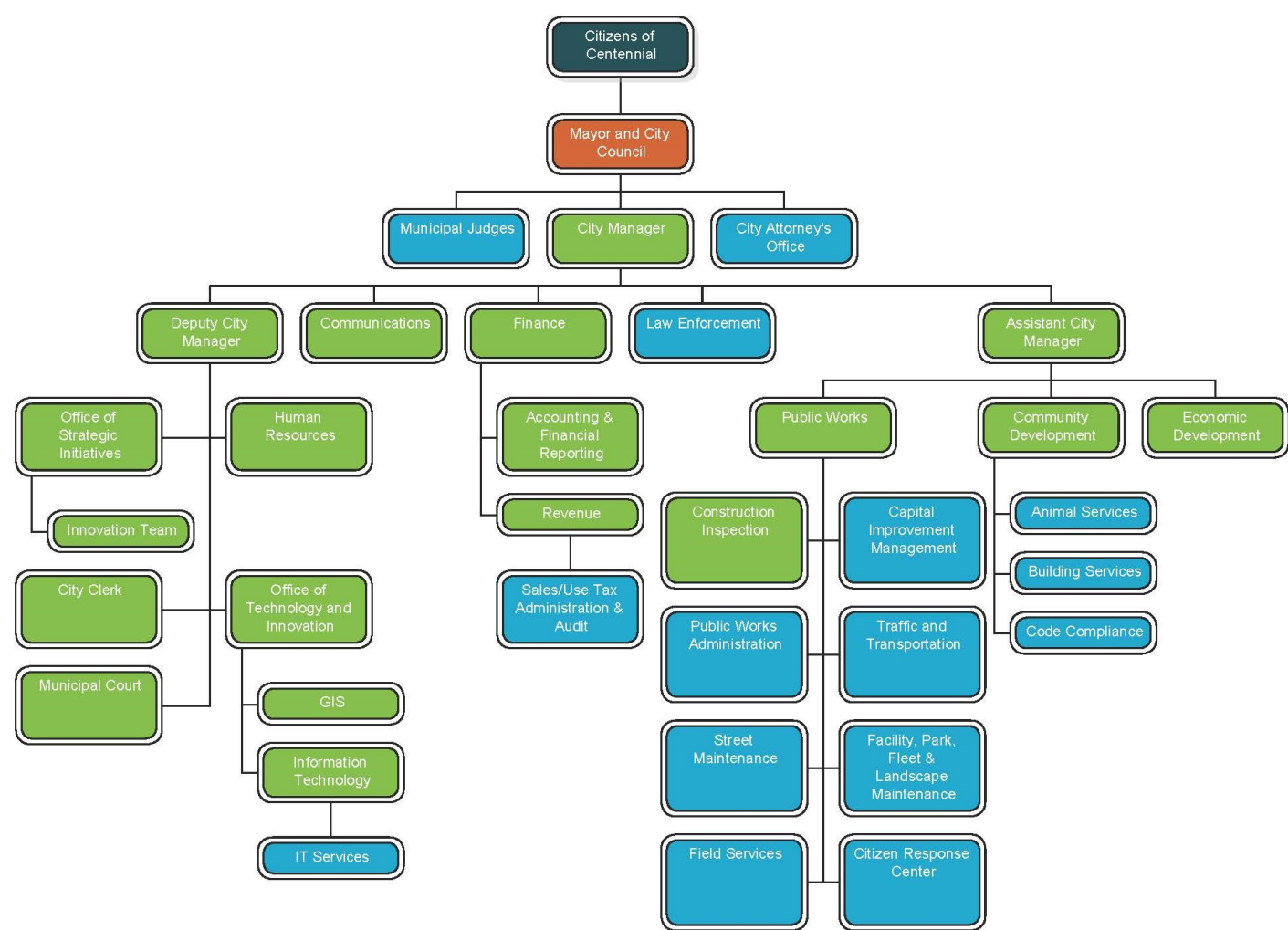
Variance Detail	2017 Adopted	2018 Budget	Net Change
LAND USE FUND			
Merchant Processing and Telecheck Fees increased \$50,000 in the 2018 Budget due to increased fees incurred for the cost of credit card payment processing.	\$ 40,000	\$ 90,000	\$ 50,000
Annexations added new funding in the amount of \$100,000 in the 2018 Budget for costs associated with future annexations into the City.	\$ -	\$ 100,000	\$ 100,000
Building Services increased \$400,000 in the 2018 Budget due to anticipated increases in developments in 2018.	\$ 1,800,000	\$ 2,200,000	\$ 400,000
TOTAL LAND USE FUND			\$ 550,000
CAPITAL IMPROVEMENT FUND			
Per City Council approval at the August Budget Workshop, the 2018 Budget decreased \$231,000 due to lower budgeted funds in the Street Rehabilitation Program and various services and supplies. Savings to the budget are offset in 2018 by budget increases to traffic signals, sidewalks, streets and intersections. The budget includes \$2M in Short Term Major Capital Reserve in 2018. For further details, refer to the Capital Improvement Program section of this document.	\$16,451,000	\$16,220,000	\$ (231,000)
TOTAL CAPITAL IMPROVEMENT FUND			\$ (231,000)
MISCELLANEOUS FUNDS			
Open Space Fund			
Centennial Center Park increased \$50,000 in the 2018 Budget to cover costs for projects and additions to the park, in addition to park maintenance.	\$ 150,000	\$ 200,000	\$ 50,000
Lone Tree Creek Trail increased \$2,570,000 in the 2018 Budget. Total approved funds of \$2,770,000 are to be used for Phase II construction and Phase III design of the trail.	\$ 200,000	\$ 2,770,000	\$ 2,570,000
Lone Tree Creek Trail Maintenance increased \$30,000 in the 2018 Budget. The funds are to be used to maintain the trail upon completion.	\$ 30,000	\$ 60,000	\$ 30,000
East-West Trail has been funded for \$130,000 in the 2018 Budget. Funding provided for design services of a continuous East-West bike and pedestrian trail.	\$ -	\$ 130,000	\$ 130,000
Conservation Trust Fund			
Park Maintenance increased \$100,000 in the 2018 Budget for costs associated with maintenance and repairs at Centennial Center Park.	\$ 302,500	\$ 402,500	\$ 100,000
Emergency Maintenance was added to the 2018 Budget for unanticipated costs for maintenance at Centennial Center Park.	\$ -	\$ 30,000	\$ 30,000
TOTAL MISCELLANEOUS FUNDS			\$2,910,000
TOTAL NET CHANGE			\$6,665,054



INTRODUCTION

ORGANIZATIONAL CHART

Chart by Service Area



Note: The following services are provided by Districts within the City, and are therefore not provided directly by the City: Fire Protection Services, Water and Sanitation and Parks and Recreation.

INTRODUCTION

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 2018

DISTRICT 1 COUNCIL MEMBERS



Candace Moon
January 2020

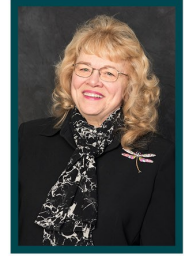


Kathy Turley
January 2018

DISTRICT 2 COUNCIL MEMBERS



Carrie Penalosa
January 2020



Doris Truhlar
January 2018

DISTRICT 3 COUNCIL MEMBERS



Ken Lucas
January 2020



Mark Gotto
January 2018

DISTRICT 4 COUNCIL MEMBERS



Stephanie Piko
Mayor Pro Tem (2017)
January 2020

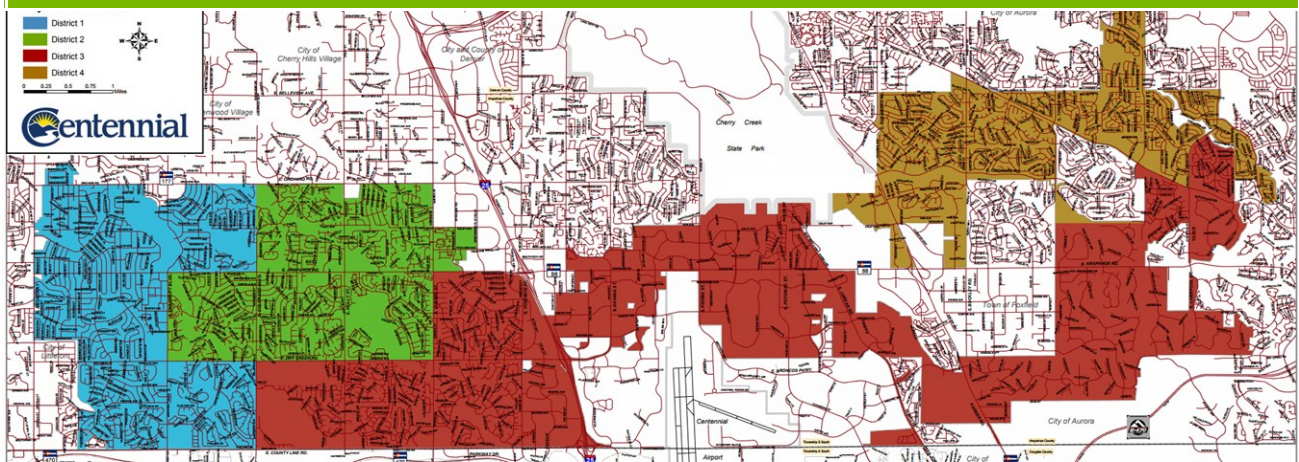


C.J. Whelan
January 2018

On November 7, 2017 Centennial voters elected Stephanie Piko as the City's next Mayor. The voters elected three new Council Members: Tammy Maurer, District 2; Mike Sutherland, District 3; Marlo Alston, District 4.

The City would like to recognize these individuals, in addition to the current Council as managers for the 2018 Annual Budget. All newly elected officials will be sworn in January 8, 2018.

District Map



Government Structure (Continued)

City Employees & Benefits

The City has 69.75 authorized Full-Time Equivalent (FTE) positions (exempt and non-exempt in the 2018 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.

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 Development
- 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. The utilization of contractors for government services provides flexibility in responding to the changing needs of the community.

COMMUNITY PROFILE

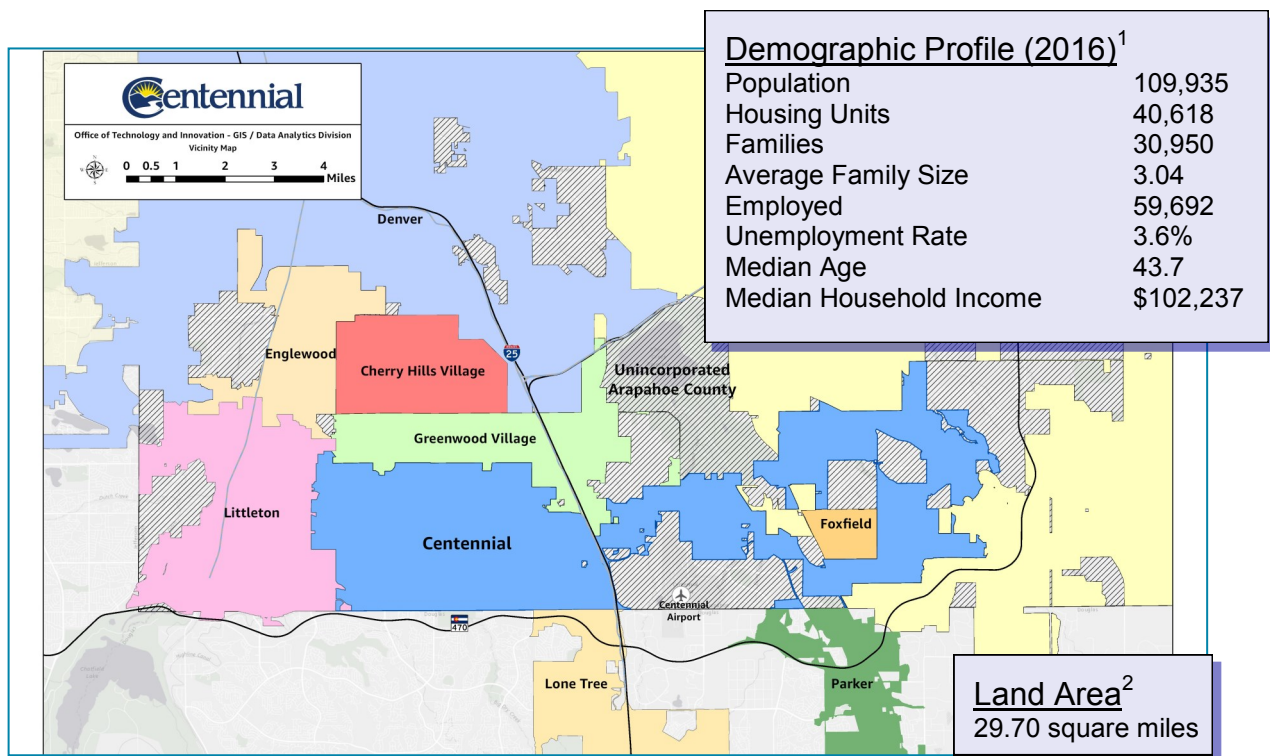
Community Vision

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



History

Centennial was incorporated from portions of unincorporated Arapahoe County in 2001. Located entirely within Arapahoe County, and 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.

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.

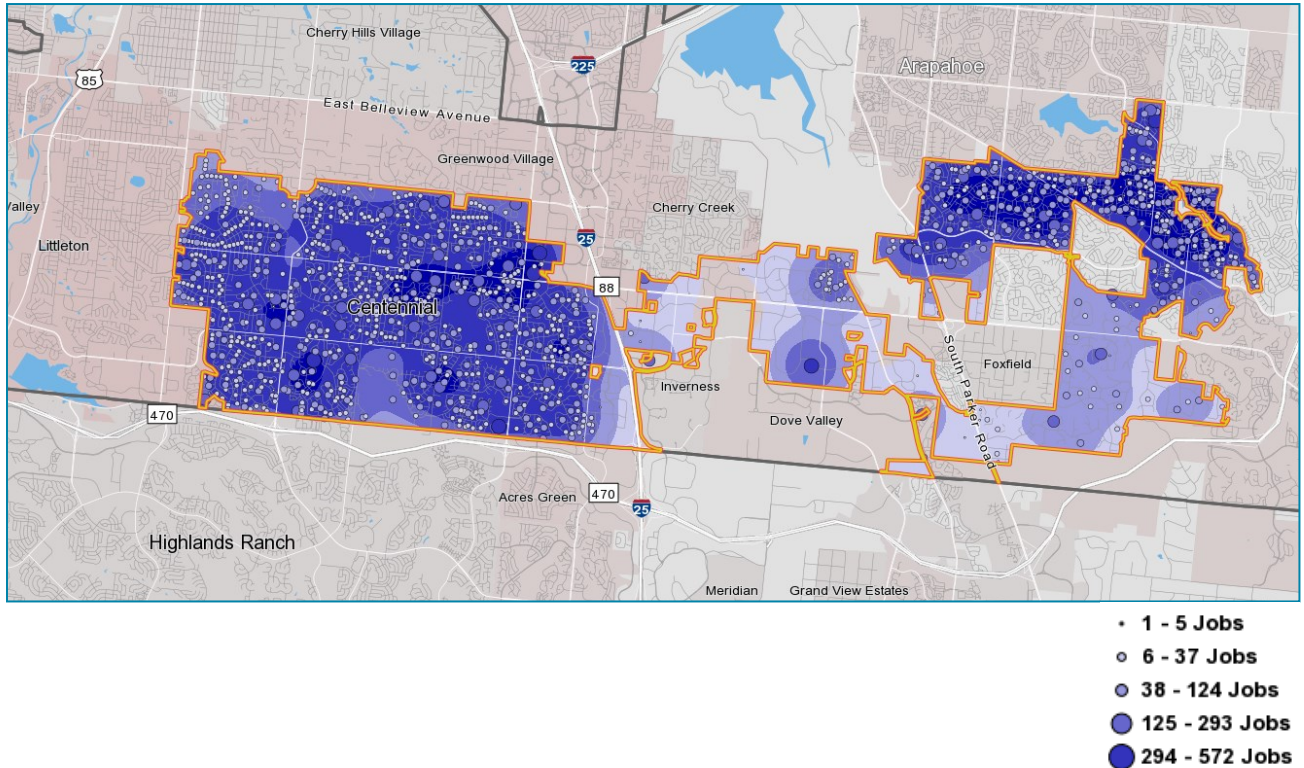
¹ US Census Bureau, American Community Survey 2016 1-Year Estimates

² City of Centennial GIS Division-October 2017

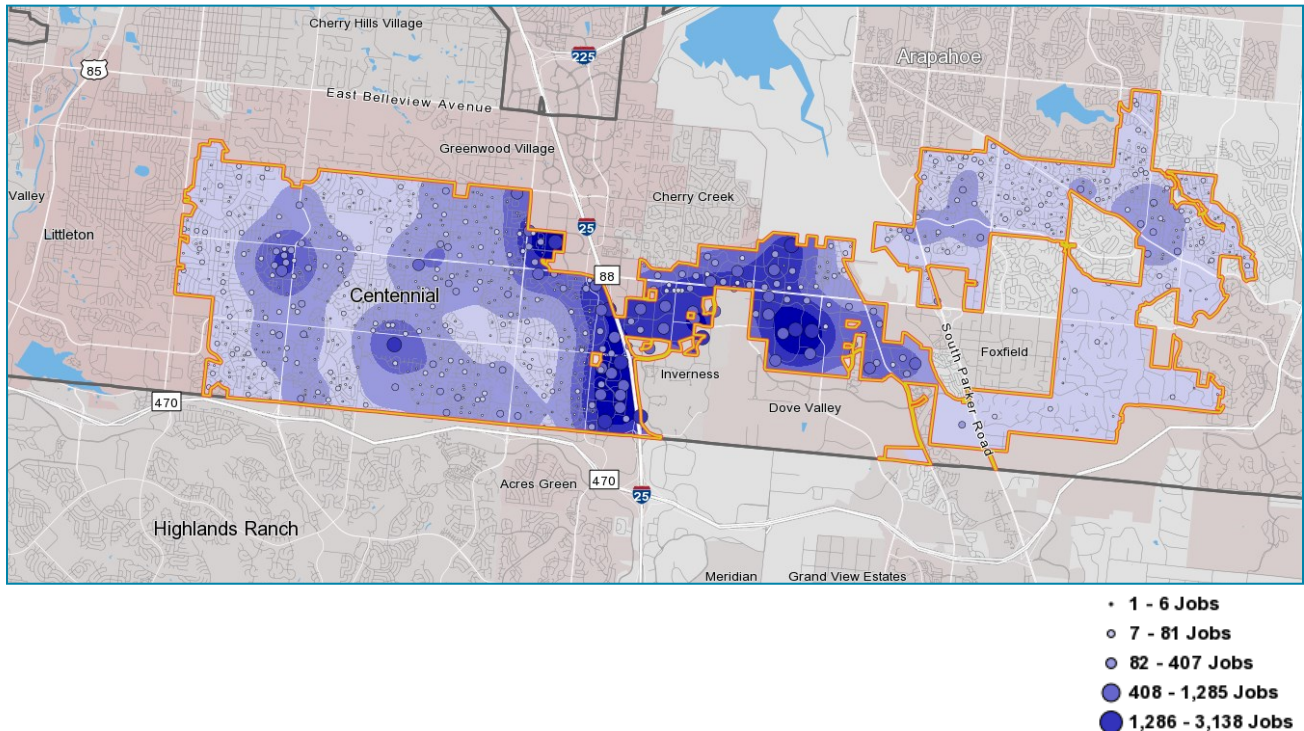
Labor Force and Employment Density

Approximately 60,000 people work in Centennial on an average weekday and approximately 60,000 Centennial residents are employed. Approximately ten percent of employed Centennial residents also work in Centennial; the remaining commute to other cities, primarily within metro Denver, for work each day. Centennial's labor force is concentrated west of Interstate 25 and east of Parker Road in the City's residential areas while employment is concentrated in the central areas of Centennial.

Centennial Labor Force Density



Centennial Employment Density

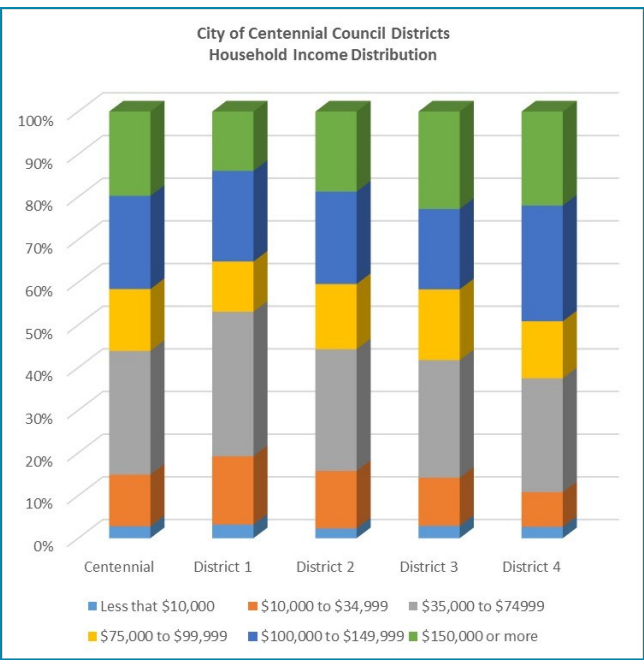
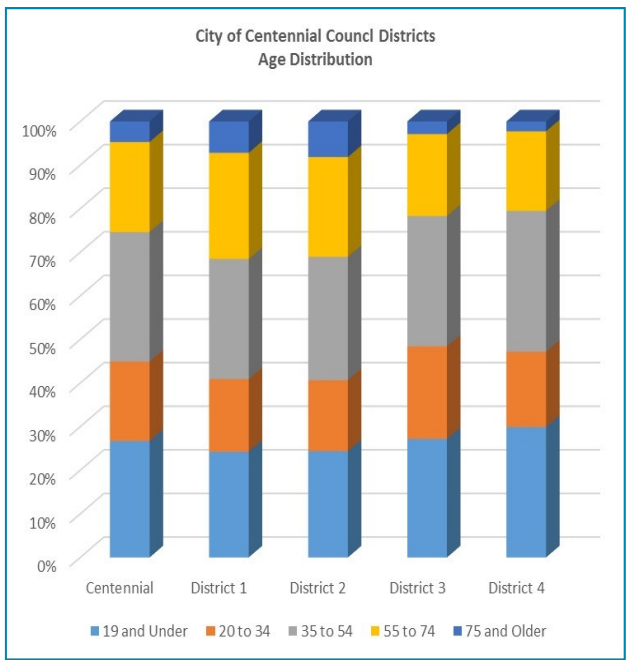
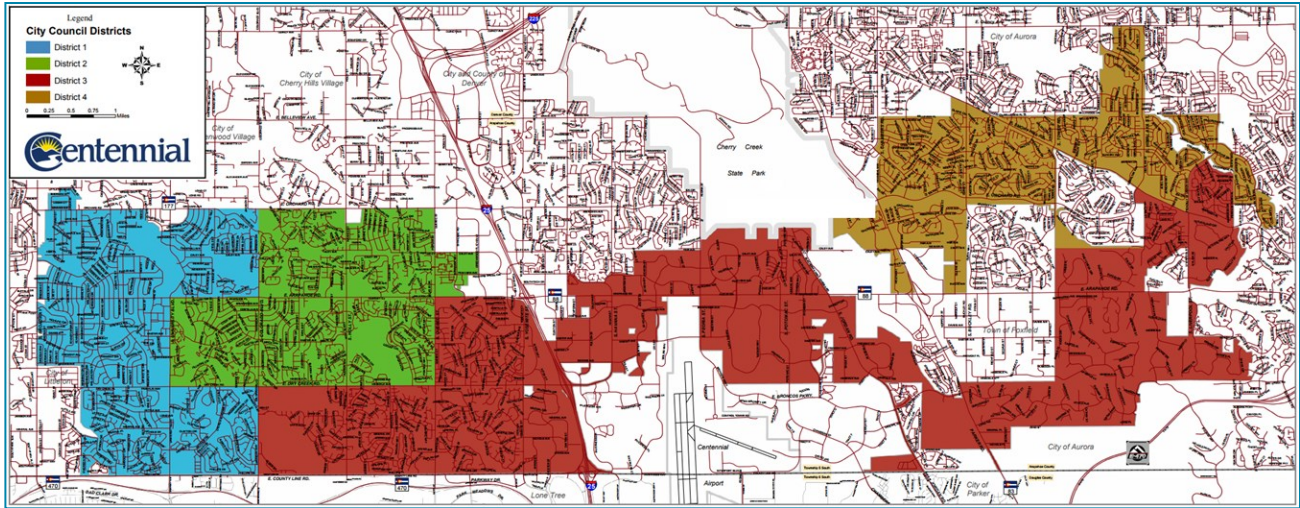


US Census Bureau, OnTheMap (2015 data)

Council District Profiles

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

More than half of Centennial's adult population has a college degree. More than eighty percent of the City's population is college educated. The US Census estimates that Centennial's median age in 2015 is 42.4 and the median household income is \$96,634. Nearly thirty percent of the population in all Council districts is 55 or older. Fifty percent or more of households in all Council districts have an income of \$100,000.



US Census Bureau, American Community Survey 2015 5-Year Estimates

Employment & Industry Composition

Centennial has a diverse economy with significant employment within Finance and Insurance and Professional, Scientific and Technical, Information, Wholesale Trade, Retail, Administration, Construction and Health Care.

Employment by NAICS Industry Code (2005-2016)¹

INDUSTRY	2005	2010	2016
Natural Resources & Mining	164	79	116
Construction	4,151	3,220	5,174
Manufacturing	1,427	1,266	1,521
Wholesale Trade	3,426	3,661	3,979
Retail Trade	5,065	4,484	5,710
Transportation & Warehousing	378	685	786
Information	3,108	2,897	3,892
Finance, Insurance & Real Estate	9,740	8,787	8,348
Professional & Business Services	8,903	10,287	14,601
Education & Health Services	4,344	5,244	6,600
Leisure & Hospitality	3,414	3,482	5,462
Other Services	1,101	1,154	1,498
Public Administration	715	1,062	1,781
TOTAL	45,936	46,308	59,472

Local Economy

Centennial is home to some of metropolitan Denver's most prestigious companies located in several major employment centers. Key industries within Centennial include broadcasting and telecom, insurance, aerospace, financial services, electronic components, engineering and data services.

Centennial prides itself on its reputation of business friendliness, efficient services, innovation and outstanding customer services. Our investments and initiatives in these areas include:

- City-wide fiber infrastructure is under construction
- Bloomberg Philanthropies' Innovation Team
- Centennial Airport
- Debt-free City
- Multi-modal transportation system including light rail
- 21st century development code

Top Private Sector Employers²

Comcast	2,520
UnitedHealth Group	1,510
United Launch Alliance	1,340
Oppenheimer Funds	1,090
Arrow Electronics	600
Nordstrom Credit	500
Sierra Nevada Corporation	490
US Foods	490
Pearson eCollege	460
Saunders Construction	460
SEAKR Engineering	450
Allosource	440
Zillow Group	430
Travelport	430
McGraw-Hill Companies	410
Oracle + Netsuite	340
National CineMedia	330
Cochlear Americas	310
Haselden Construction	290
Stolle Machinery	280

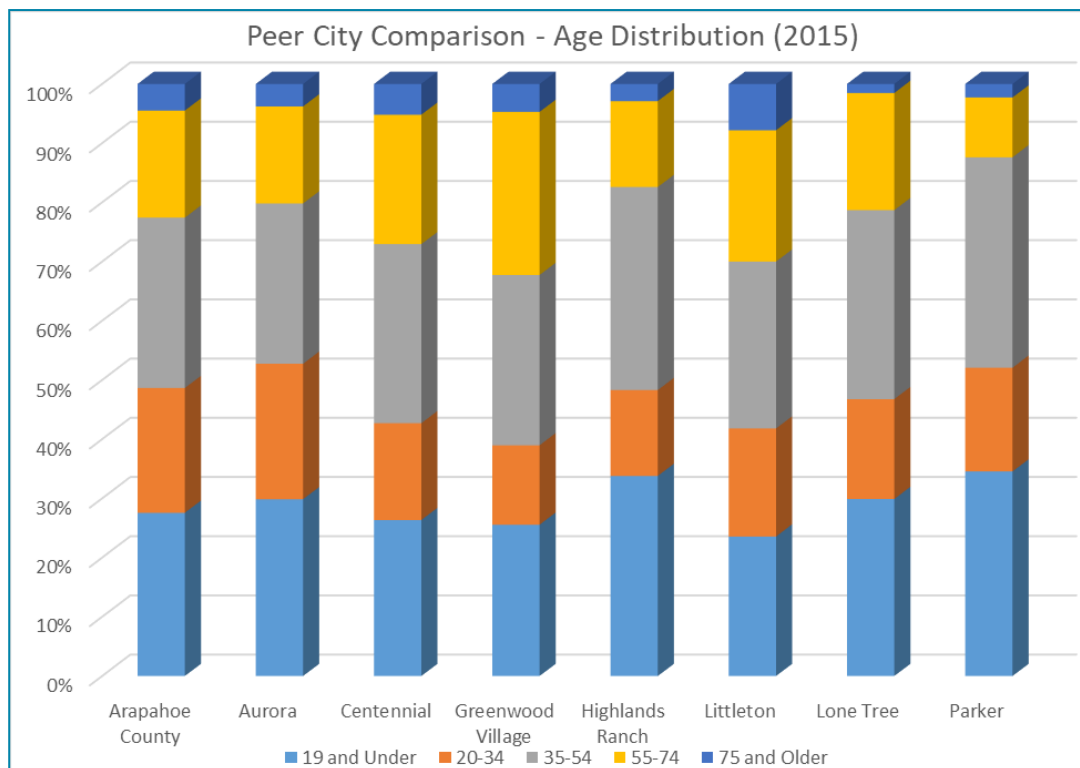
¹ Colorado Department of Labor, Quarterly Census of Employment and Wages-2016, Q4

² Development Research Partners-April 2017

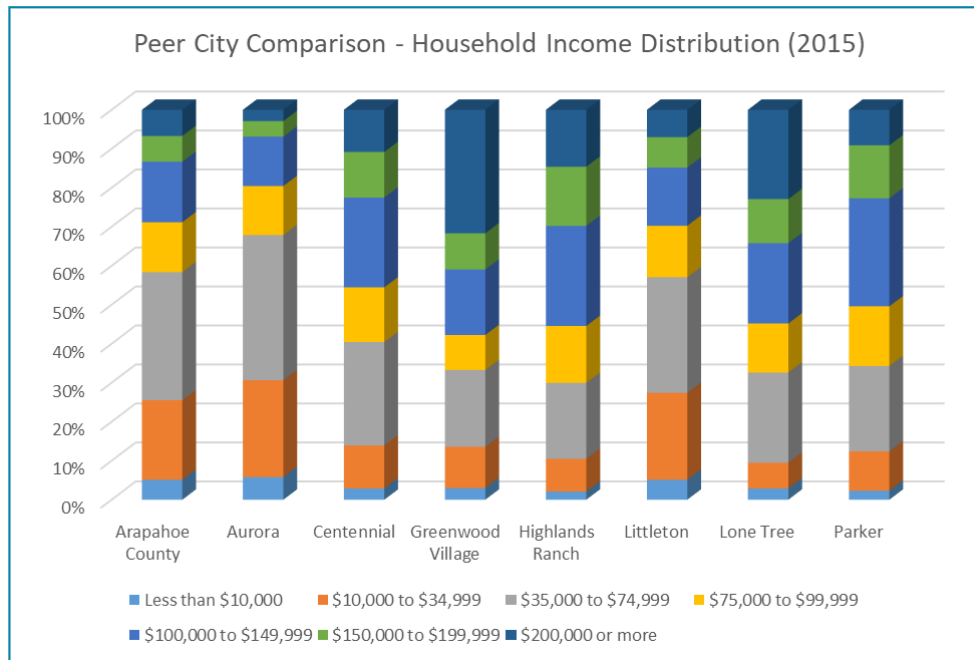
Peer (Neighboring) City Comparison

	Centennial	Greenwood Village	Littleton	Parker	Lone Tree	Aurora	Highlands Ranch	Arapahoe County
Population	106,604	14,920	44,553	47,342	12,462	345,867	104,432	608,310
Households	38,991	6,044	19,283	16,477	4,955	124,031	37,157	229,601
Employed-over 16	56,010	7,485	22,466	25,115	6,432	168,912	54,194	311,498
Median Age	41.0	44.1	42.2	34.4	36.8	33.6	37.2	36.1
Median HHI	\$91,941	\$117,500	\$65,221	\$100,469	\$110,150	\$53,011	\$108,570	\$63,265
Average HHI	\$111,437	\$200,451	\$86,792	\$110,262	\$152,889	\$67,123	\$128,046	\$87,869
Bach. Or Higher %	54.3	74.3	45.5	53.1	68.9	27.9	62.0	40.1

Based on 2015 Census data (the most recent data available for all peer cities) Centennial's median age is comparable to Greenwood Village and Littleton trending toward the older end of the south Denver median age spectrum. Parker and Aurora trend toward the younger end with median ages more than ten years younger than Greenwood Village. Centennial's median household income (HHI) is well above the Arapahoe County median HHI but lower than many of its neighboring communities. Greenwood Village, Lone Tree and Highlands Ranch have the largest percentage of residents with a Bachelor's degree or higher.



US Census Bureau, American Community Survey 2015 5-Year Estimates



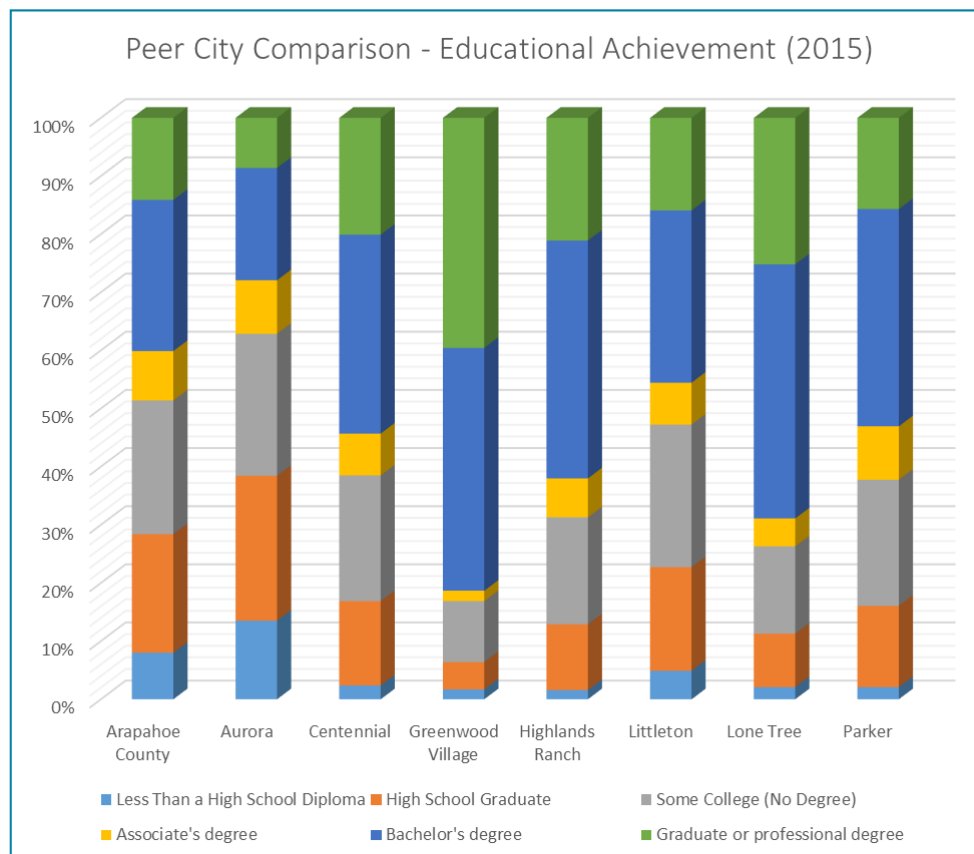
Percentage of households with income of \$200,000 or more

G. Village	31.7%
Lone Tree	22.9%
H. Ranch	14.6%
Centennial	10.8%
Parker	9.1%
Littleton	7.0%
Arap. County	6.7%
Aurora	2.9%

Denver 6.7%

Metro Denver 7.0%

United States 5.3%



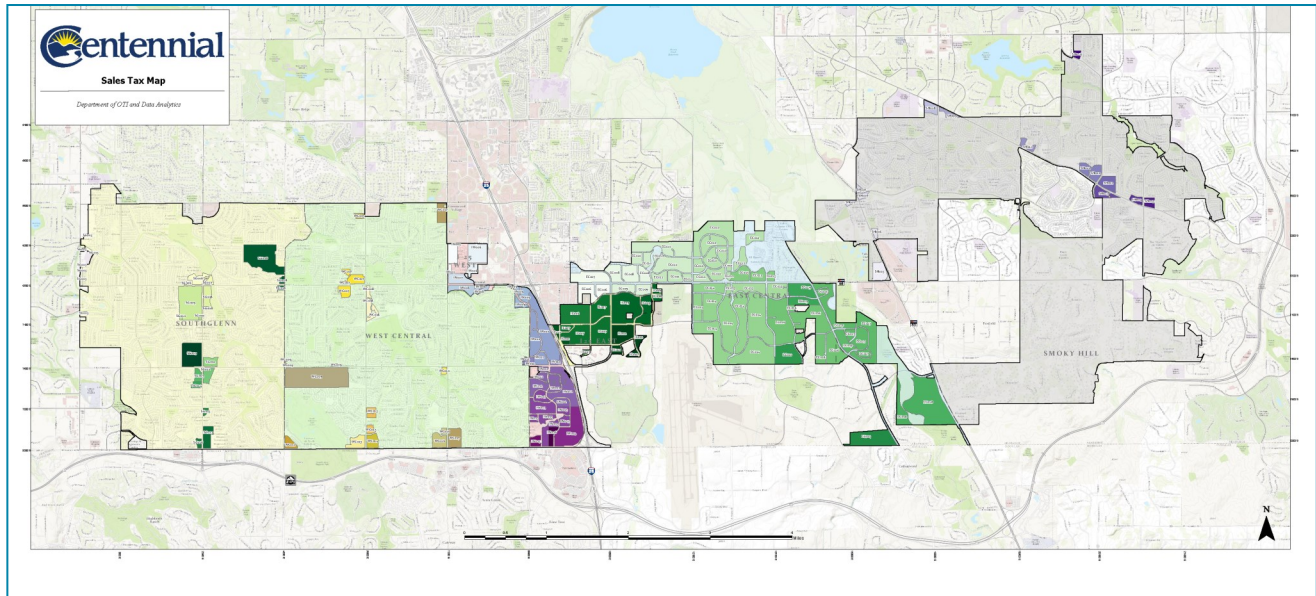
Centennial and most of the south metro region consistently maintain a level of educational achievement above the County and State averages.

Greenwood Village has the highest percentage of residents age 25 and above holding Bachelor's, Master's and or Doctorate degrees.

More than half of Centennial residents have either Bachelor's, Master's or Doctorate degrees.

Retail Market Areas and Sales Tax Districts

More than half of Centennial's General Fund Revenues are derived from retail sales tax. The majority of sales tax generation occurs in four of the six retail market areas: Southglenn, West Central, I-25 West and East Central. I-25 East and East Central experienced the largest percentage increase from 2015 to 2016 while I-25 West remains the City's largest sales tax-generating retail market area by total amount generated in 2016.



Southglenn—major retailers include, Macys, Best Buy, Old Navy, and Trice Jewelers, all located in The Streets at SouthGlenn. Other retailers outside the Streets at Southglenn include American Furniture Warehouse, King Soopers and Petco and more.

West Central—some major retailers include Highlands Garden Center, King Soopers, Hobby Lobby, and Stein Mart.

I-25 West—some major retailers include IKEA, REI, J. Alexanders, Sterling Jewelers, and HomeGoods.

I-25 East—some major retailers include Walmart, Viewhouse, and Topgolf.

East Central—some major retailers include Tagawa's, and Centennial Gun Club.

Smoky Hill—some major retailers include King Soopers and various neighborhood retail centers.

Retail Sales Tax Revenue by Retail Market Area

Retail Market Areas	*2016 Sales Tax	2016 Increase from 2015	*2015 Sales Tax	2015 Increase from 2014	*2014 Sales Tax
I-25 West	\$8,412,128	1%	\$8,350,778	-3%	\$8,618,390
East Central	\$6,190,809	5%	\$5,899,508	4%	\$5,675,814
Southglenn	\$5,208,412	-3%	\$5,378,220	4%	\$5,183,977
West Central	\$2,731,094	<1%	\$2,742,289	9%	\$2,509,902
Smoky Hill & Semi-Rural	\$2,133,523	4%	\$2,055,077	3%	\$1,990,481
I-25 East	\$1,954,352	34%	\$1,459,920	53%	\$952,434

***Totals do not include one-time tax audit revenue**

City of Centennial Finance Department –2017

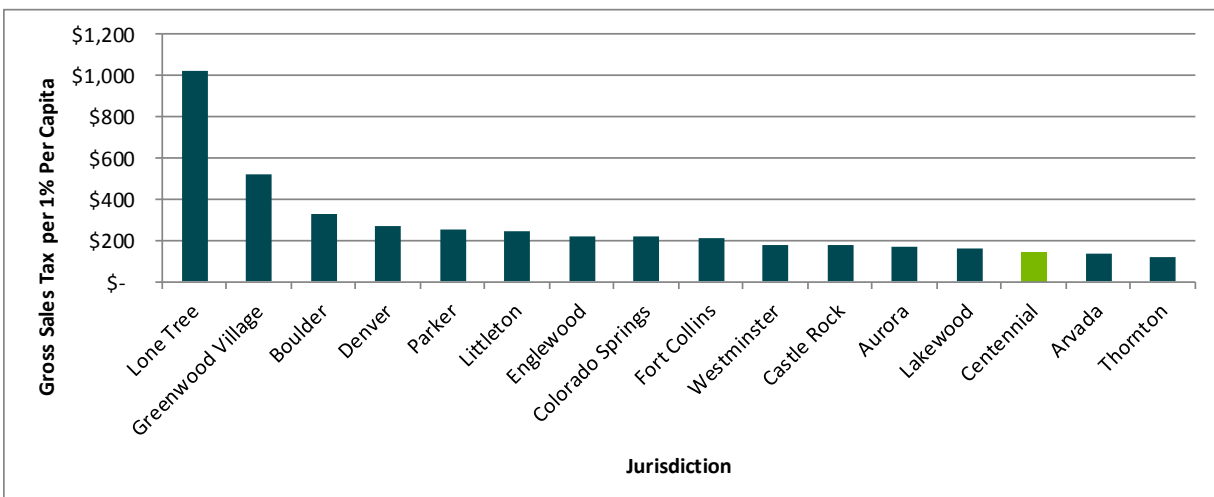
Sales Tax Comparison

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 53 percent of the total General Fund's 2018 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 2016

Sorted by Gross Sales Tax Per 1% Per Capita

City	Sales Tax Rate	Gross Sales Tax*	Population**	Sales Per 1% per capita
Lone Tree	1.8125%	\$ 24,649,096	13,271	\$ 1,025
Greenwood Village	3.00%	24,651,353	15,749	522
Boulder	3.86%	136,269,000	108,090	327
Denver	3.65%	674,398,000	693,060	267
Parker	3.00%	38,772,420	51,163	253
Littleton	3.00%	33,972,607	46,333	244
Englewood	3.50%	26,234,316	34,050	220
Colorado Springs	2.50%	252,544,859	465,101	217
Fort Collins	3.85%	136,087,000	164,207	215
Westminster	3.85%	79,440,451	113,875	181
Castle Rock	4.00%	41,632,958	57,666	180
Aurora	3.75%	227,600,461	361,710	168
Lakewood	3.00%	75,341,672	154,393	163
Centennial	2.50%	\$ 38,770,237	109,932	\$ 141
Arvada	3.46%	55,642,737	117,453	137
Thornton	3.75%	62,651,717	136,703	122
Average Tax Rate	3.28%		Average Tax Collected	\$ 274



*2016 Comprehensive Annual Financial Report (CAFR) for each respective City

**US Census Bureau 2016 Estimates

ADDITIONAL INFORMATION

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
<http://www.co.arapahoe.co.us/>

CQ Press ranks Centennial as one of the safest cities in Colorado with a population of more than 75,000.(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 Protection District
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
<http://www.southmetro.org>

Education

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

Littleton Public Schools
5776 South Crocker Street
Littleton, CO 80120
(303) 347-3300
www.littletonpublicschools.net

School	City	Contact
Field Elementary (80121)	Littleton	(303) 347-4475
Franklin Elementary (80121)	Centennial	(303) 347-4500
Highland Elementary (80121)	Centennial	(303) 347-4525
Hopkins Elementary (80122)	Centennial	(303) 347-4550
Lois Lenski Elementary (80121)	Centennial	(303) 347-4575
Peabody Elementary (80121)	Centennial	(303) 347-4625
Sandburg Elementary (80122)	Centennial	(303) 347-4675
Mark 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 (con't.)

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

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

<http://www.schoolview.org>

School	City	Contact
Antelope Ridge Elementary (80015)	Aurora	(720) 886-3300
Aspen Crossing Elementary (80015)	Aurora	(720) 886-3700
Cottonwood Creek Elementary (80111)	Englewood	(720) 554-3200
Creekside Elementary (80016)	Centennial	(720) 886-3500
Dry Creek Elementary (80112)	Centennial	(720) 554-3300
Endeavor Academy (80112)	Centennial	(720) 886-3800
Heritage Elementary (80111)	Centennial	(720) 554-3500
High Plains Elementary (80111)	Englewood	(720) 554-3600
Homestead Elementary (80112)	Centennial	(720) 554-3700
Indian Ridge Elementary (80015)	Centennial	(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)	Aurora	(720) 886-1000
Cherry Creek High (80111)	Englewood	(720) 554-2285
Grandview High (80016)	Aurora	(720) 886-6500
Smoky Hill High (80015)	Aurora	(720) 886-5300

Arapahoe Community College
www.arapahoe.edu

Arapahoe Community College (ACC) was founded in 1965 as the first community college in the Denver area. With over 21,000 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

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

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

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

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

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

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

Recreation & Amenities

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

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

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

Recreation & Amenities (con't.)

South Suburban Parks and Recreation District
6631 South University Boulevard
Centennial, CO 80121
(303) 798-5131
www.sspr.org

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

Transportation

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

RTD provides service to 2.7 million people across 2,348 square miles, 40 municipalities and eight counties. Services include local bus services along major streets, express and regional bus routes providing non-stop services along longer distances, bus service to Denver International Airport, a free shuttle on the 16th 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.html>

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>

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

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

Utilities – Electric & Natural Gas

Xcel Energy
www.xcelenergy.com
800-895-4999

Intermountain Rural Electric Association
www.intermountain-rea.com
303-688-3100

Utilities—Water & Sanitation Districts	Contact
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 Stormwater Authority (SEMSWA)	(303) 858-8844
Southgate Water & Sanitation District	(303) 779-0261
Willows Water District	(303) 770-8625

Metropolitan Districts	Contact
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
Marvella Metropolitan District	(303) 858-1800
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

FINANCIAL POLICIES

The following outlines the City's financial policies and provides a brief overview of each policy. For further detail, or to review the financial policies in full as approved by City Council, please refer to the Appendix section of this document.

Budget Policy Overview

Budget Philosophy

The City's annual 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.

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 that 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.

Action	2017 Dates
City Council: Individual meetings with City Manager and Finance Director	Monday, March 20—Thursday, March 30
City of Centennial Budget Committee (CBC) meeting	Thursday, March 23
City Council Budget Workshop	Monday, April 17
Budget Kick-Off with Budget Managers and Departments	Wednesday, May 10
Budget Committee meeting	Tuesday, June 27
Departments email Budget Worksheets to Finance department	Friday, June 30
Departmental discussion on Decision Packages/Capital Projects	Monday, July 10 and Thursday, July 13
Budget Committee meeting	Thursday, July 13
Final departmental discussions; Finance department prepares Preliminary Budget	Thursday, July 19—Saturday, July 21
Finance department finalizes Preliminary Budget and distributes to Budget Committee	Wednesday, July 26
Finance department assembles Preliminary Budget	Monday, August 7—Friday August 11
Budget Committee meeting	Thursday, August 10
Distribution of Preliminary Budget to City Council	Monday, August 14
Council Budget Workshop; including CIP priorities City Manager presentation of the 2018 Budget	Monday, August 21 and Tuesday, August 22
City Manager presentation of the 2018 Budget—continued City Council discussion at City Council meeting Study Session	Monday, September 18
2018 Appropriation Resolution and Public Hearing 2018 Budget distributed electronically to City Council	Monday, November 6
2017 Mill Levies Approved 2017 Budget Amendment Resolution 2018 Authorization of City Manager to execute contracts	Monday, December 11

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 Section 11.5 of the City Charter, 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 (amended) for the current year, and recommendations for the ensuing year.

Adoption and Appropriation of Funds

In accordance with Section 11.12 of the City Charter, on or before the fifteenth (15th) day of December, the City Council will adopt a balanced budget by resolution for the ensuing year.

In accordance with Section 11.7 of the City Charter, 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.

Carry Over

Generally, all operating budget appropriations lapse at year end, although unexpended appropriations may be re-appropriated for the next year. Unexpended capital project appropriations in the Capital Improvement Program are automatically re-appropriated 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 intra-fund, 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 Structure and Functional Units Summary

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.

Strategic Plan

The City develops a 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 that 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

Revenue Policy 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 that 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 laws 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.

2018 Budget Compared to 2017 Adopted Budget (All Funds)

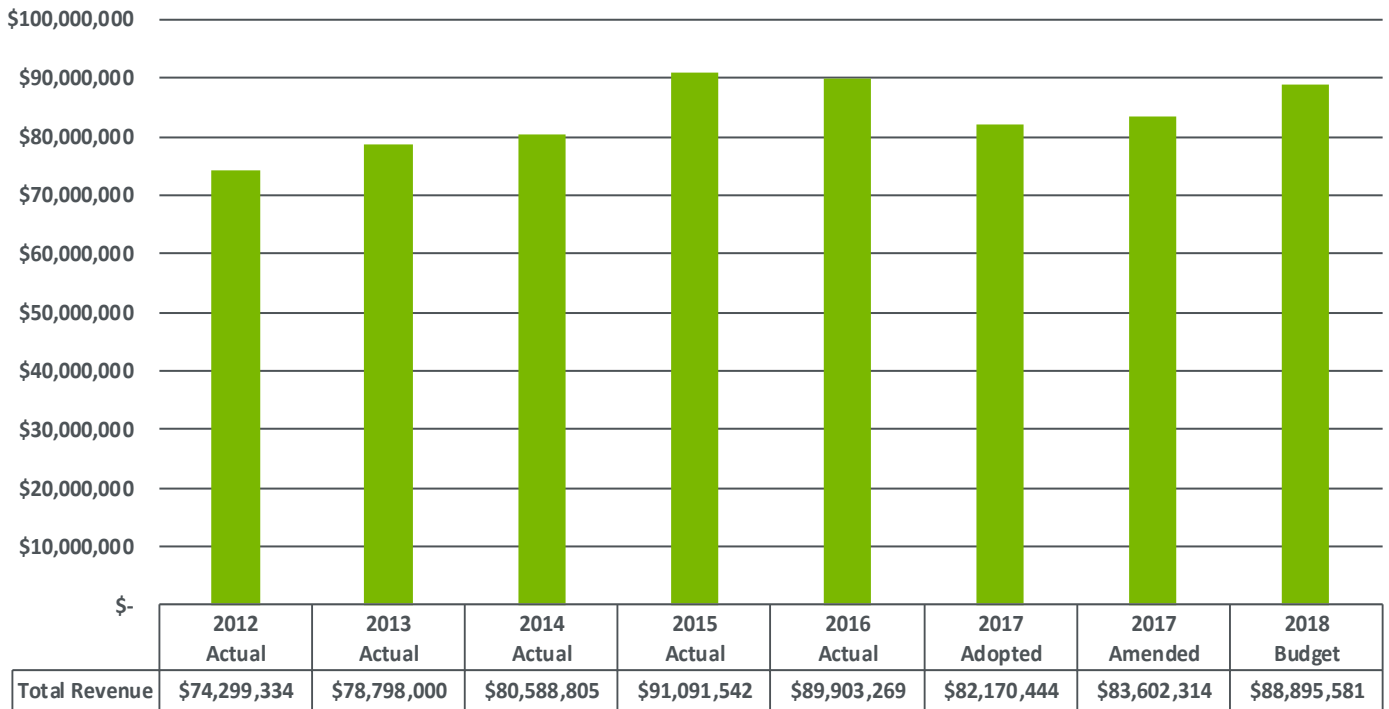
2018 Budget

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. All Funds revenues for 2018, as compared to the 2017 Adopted Budget, are expected to increase by 8.2% or \$6.7 million. The General Fund revenues for 2018 are expected to increase by 8.7% or \$6.0 million when compared to the 2017 Adopted Budget. The majority of the increase in the General Fund is due to sales tax (\$2.6 million), Building Materials Use Tax (\$1.6 million) and Property Tax (\$1.4 million). In addition to these increases, the City expects decreases in the Highway User Tax Fund (\$0.3 million) and court fines (\$0.1 million). In addition to increased revenues in the General Fund, the Land Use Fund is expected to increase by \$0.7 million due to increased revenues from Building Permits and Plan Review fees.

The following graph depicts revenues for the prior five years of revenue data, the Adopted and Amended Budget for the current year, and the estimated revenues included in the 2018 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.

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 graphs below.

Total Revenue (All Funds)

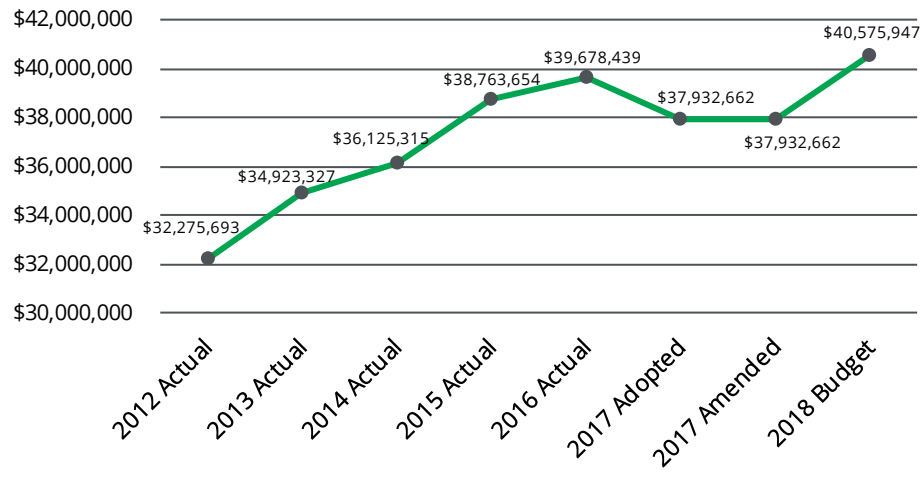


Sales Tax

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. 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.

Sales tax revenue, \$40,575,947, for all funds represents approximately 46 percent (45.6%) of the City's total projected 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 2018 are primarily based upon historic trends plus an adjustment for expected new businesses. Estimated General Fund revenues for 2018 are \$39,498,460.

Sales Tax Revenue

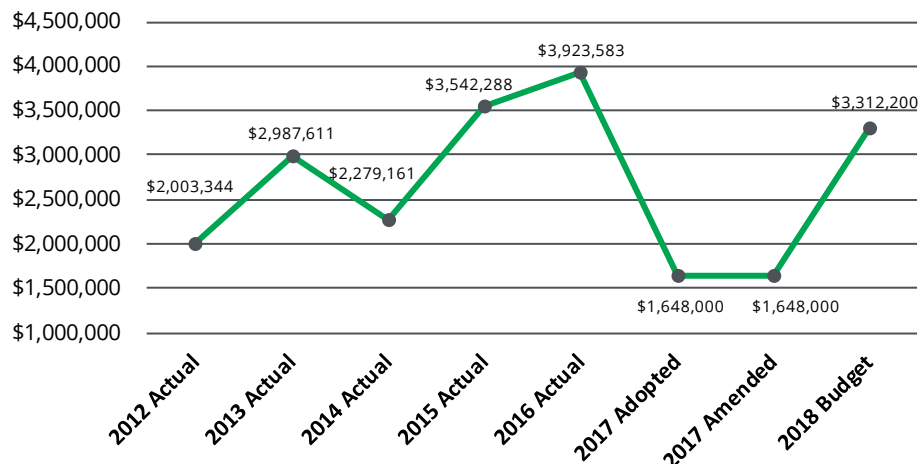


Building Materials Use Tax

The City collects 2.5 percent (2.5%) use tax at the time a building permit is issued to a contractor 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. 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 4 percent (3.7%) of the City's total projected 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 estimate for 2018 revenues are \$3,312,200, based on a five-year historical average. The increase from 2017 can be associated with an increase in local construction projected in 2018.

Buildings Materials Use Tax Revenue

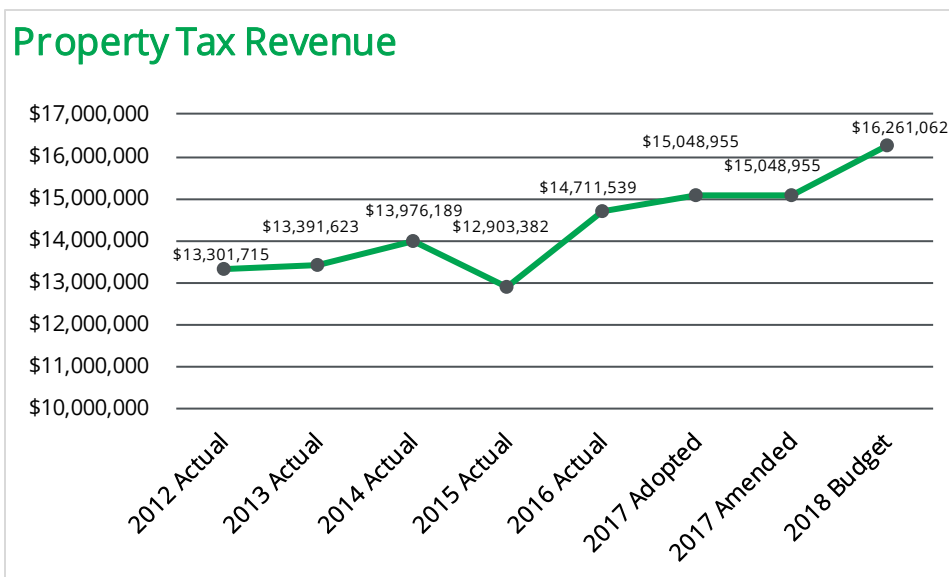


Property Tax

Property taxes are levied on December 31, and attach as an enforceable lien on property as of January 1. Property Tax payments have three due dates throughout the fiscal year. The due date for payment in full is April 30, while due dates for two-payment options are February 28 and June 15. 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. 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.

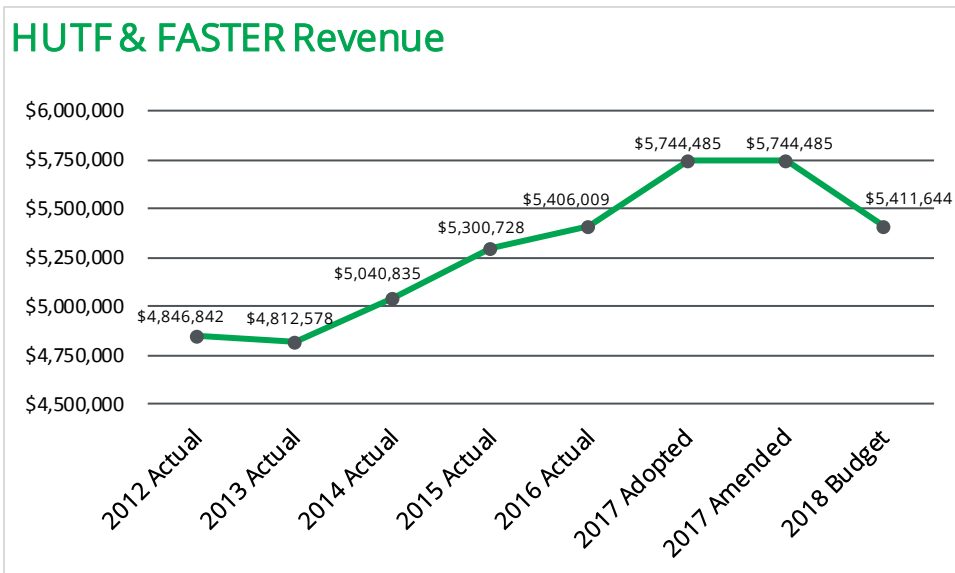
Property tax represents approximately 18 percent (18.3%) of the City's total projected revenues. Property taxes are forecasted to increase 8.1% in 2018 primarily based on assessed valuations as determined by Arapahoe County, and applying the City's current mill levy rate. However, historic data, economic 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 2018, compared to 2017 amended projections, is based on preliminary information provided by Arapahoe County. 2016 is a reassessment year for tax collections in 2017 and 2018. The City generally projects revenues conservatively and has taken into consideration current uncertain economic conditions; as a result, the City will continue to monitor assessed valuation amounts and adjust projected property tax revenues accordingly. Estimated Property Tax revenues for 2018 are \$16,261,062.



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 (6.1%) of the City's total projected 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 changes annually in July. The 2018 Budget takes these changes into consideration. Total HUTF (including FASTER) revenues for 2018 are \$5,411,644.



Franchise Fees

The City receives franchise fees for cable television, gas, and electric services. Franchise fees represent approximately 6 percent (5.7%) of the City's total projected revenues. The City expects an increase in revenues for 2018 at \$5,101,900.

Cable Television Franchise Fee

This fee is compensation for the benefits and privileges granted under the Cable Television Franchise Agreements. 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 Agreements, 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. Estimated revenues for 2018 are \$1,432,500.

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.

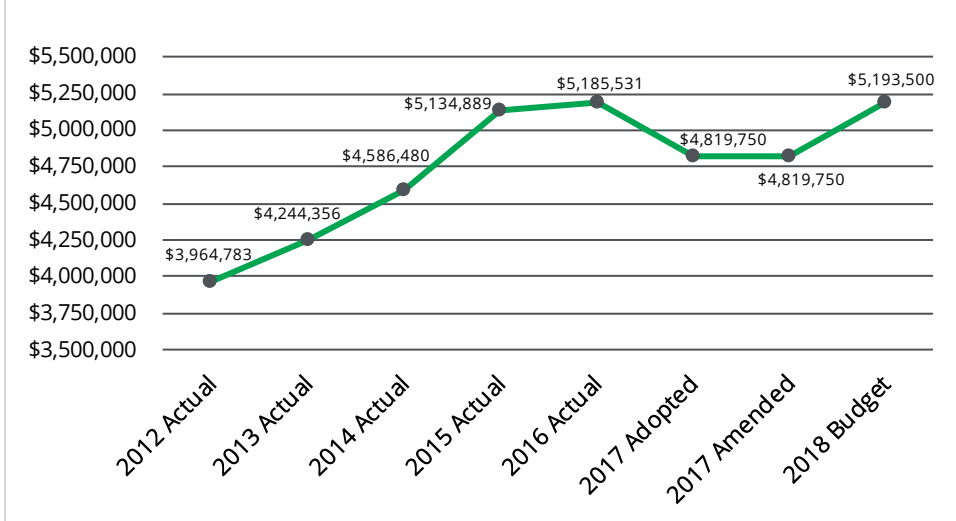
Gas and electric franchise fee revenues are forecasted based on estimated usage, natural gas and electricity prices, and trend data. Year-over-year trend data shows fluctuations in actual revenues resulting from changes in prices and usage related to weather. The expectation of similar weather patterns and the probability of continuation of Xcel's tiered rate structure for electricity in the summer months have resulted in relatively flat revenue projections for gas and electric in 2018. Estimated revenues for 2018 are \$3,669,400.

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 6 percent (5.8%) of the City's total projected revenues. Automobile use tax is forecasted using historic trends and industry indicators with regard to automobile sales. For a second consecutive year, the auto industry saw record sales in 2016 due to consumer demand for new vehicles due to steady economic growth, lower gas prices, available credit and new products. Though projected growth is expected to slow in 2017, steady sales have been recorded and industry analysts believe sales will continue to climb, reaching a peak in 2018 before leveling off or declining. Estimated revenues for 2018 are \$5,193,500.

Automobile Use Tax Revenue



Investment Income

In May 2017, the City adopted a new Investment Policy allowing for securities with maturities not exceeding five years (5 years) and furthered diversification to include municipal securities, brokered CD's, and additional agencies created by federal legislation. Additionally, the City's presentation of investments and corresponding yields include investments of the Conservation Trust Fund and the Open Space Fund.

Investment income represents approximately 1 percent (0.8%) of the City's total projected revenues. The City anticipates continued higher investment income as a result of favorable interest rates, increased portfolio investments, and investment of additional funds providing an overall increase in yield. The projection for 2018 revenues are \$738,000, a 310% increase over 2017.

*The revenues described in this section represent approximately 85 percent (85.3%) of the total revenues projected from all City funds for 2018. The remaining 14.7 percent can be explained by various revenue sources from the General Fund and the Land Use Fund.

Fund Balance and Reserve Policy Overview

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.

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.

Debt Policy Overview

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

Periodic 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. Refunds with lesser or negative savings will not be considered unless there is a compelling public policy objective.

Asset Inventory

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

Risk Management

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

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

TABOR

Colorado voters approved an amendment to the Colorado Constitution that placed limits on revenue and expenditures of the State and all local governments in 1992. Even though the limit is placed on both revenue and expenditures, the constitutional amendment ultimately applies to a limit on revenue collections. Growth in revenue is limited to the increase in the Denver-Boulder-Greeley Consumer Price Index plus Local Growth (new construction and annexation minus demolition). This percentage is added to the preceding year's revenue base, giving the dollar limit allowed for revenue collection in the ensuing year. Any revenue collected over the limit must be refunded in the subsequent year. Cities have the option of placing a ballot question before the voters asking for

approval on retaining the revenue over the limit. Federal grants and/or gifts to the City are not included in the revenue limit. TABOR also requires a vote of the people before any taxes are raised.

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



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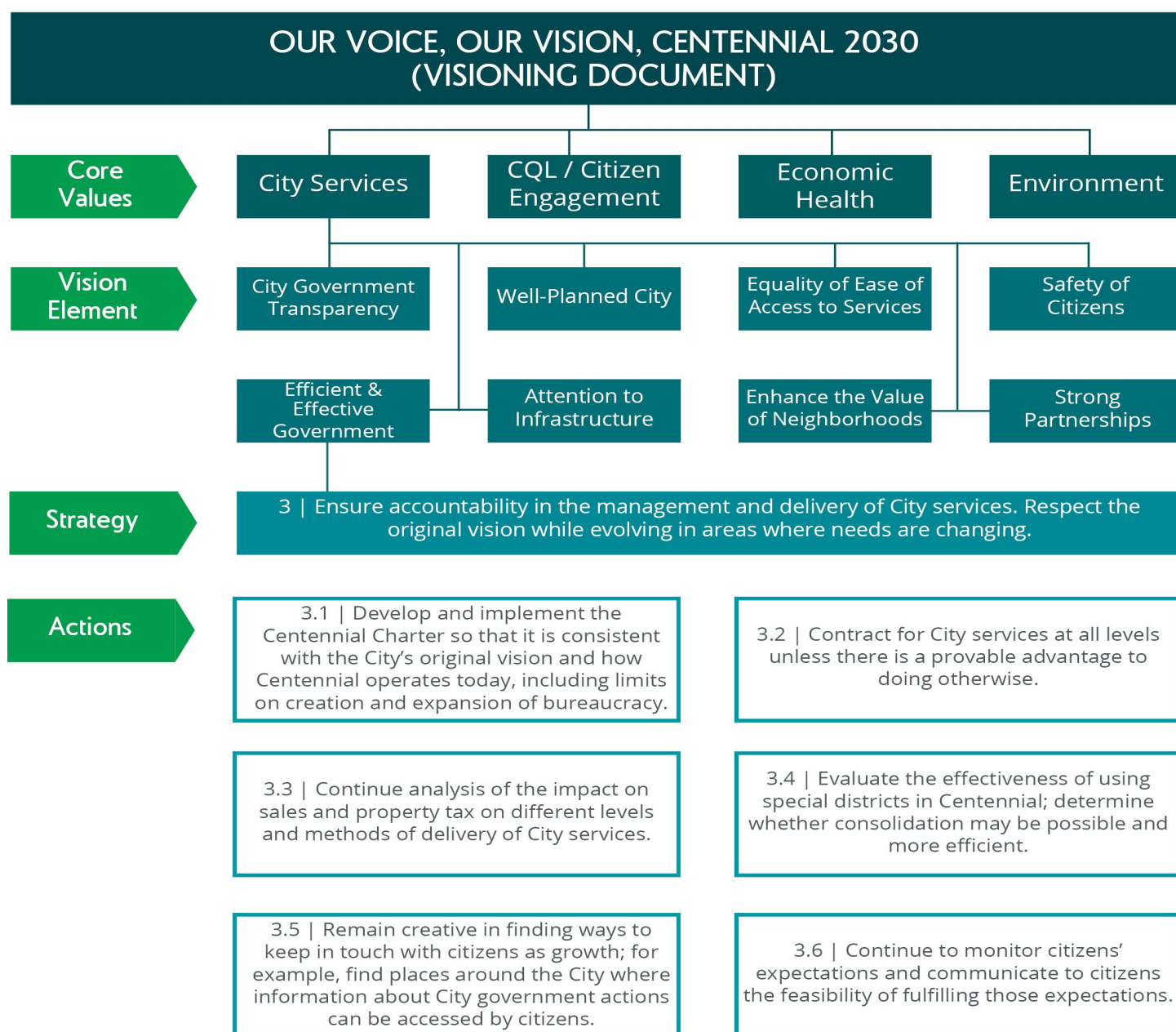
STRATEGIC PLAN



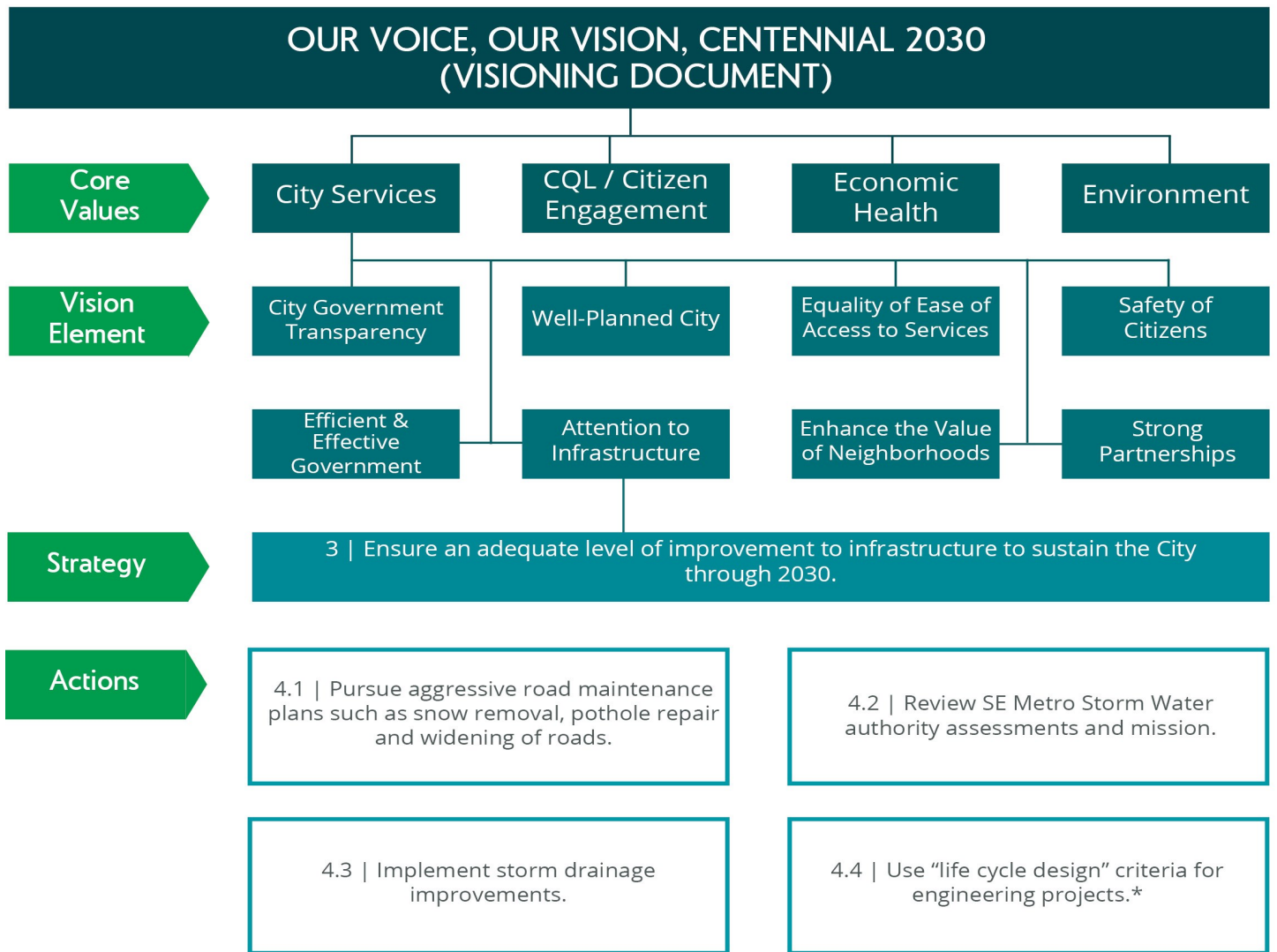
STRATEGIC PLAN

The City's Ten-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 citizens' 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

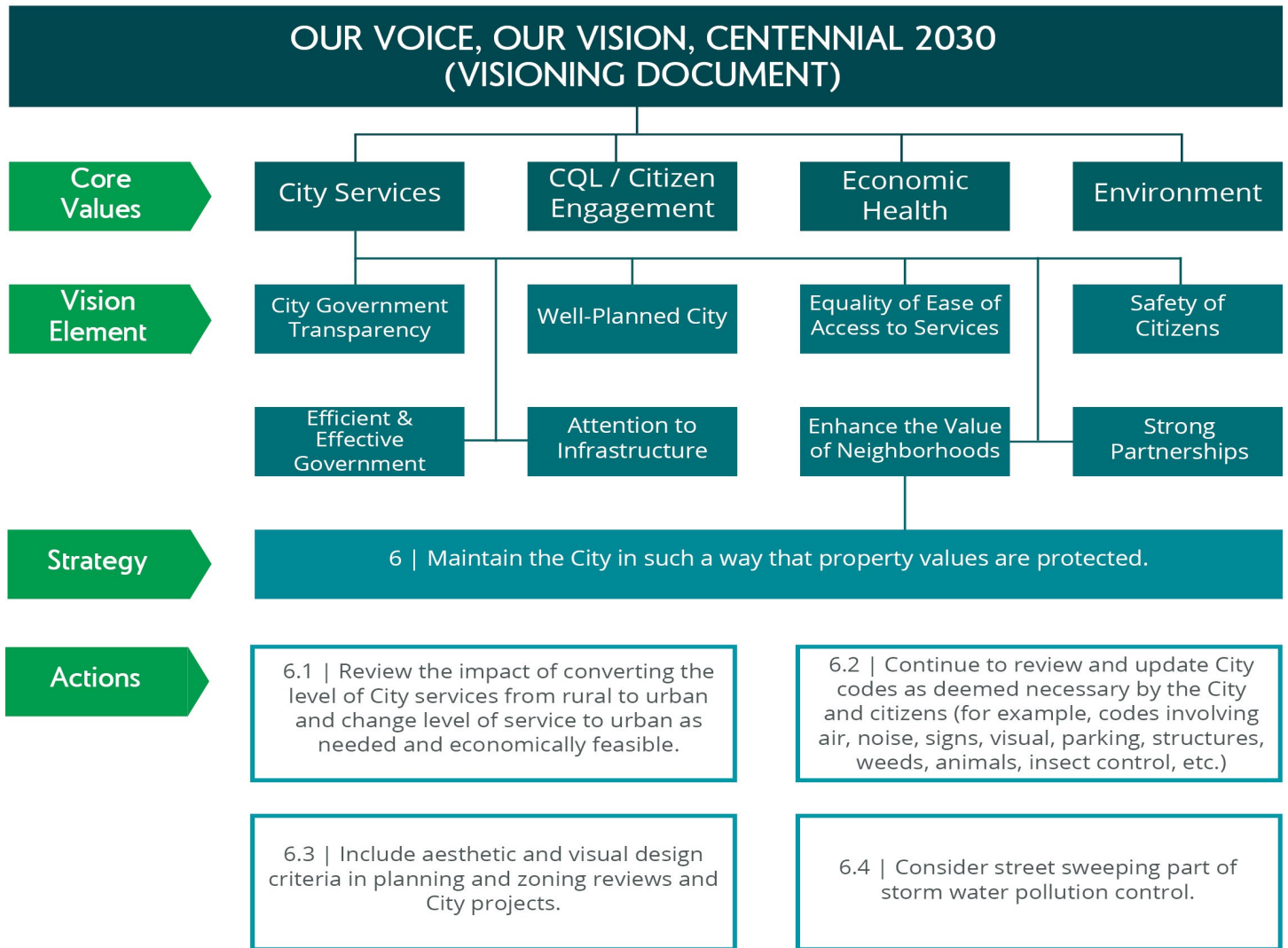


CITY SERVICES – STRATEGY 4

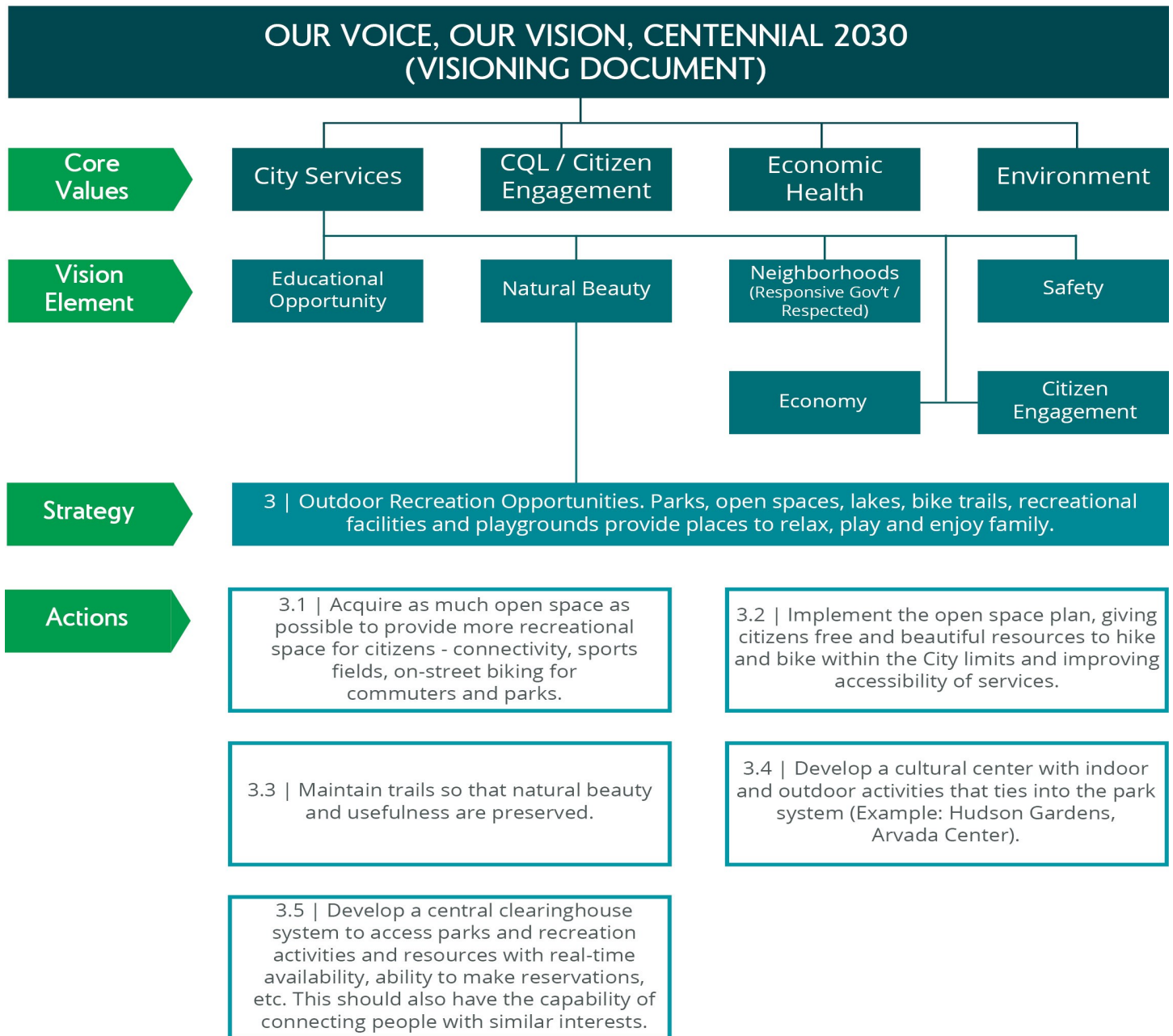


*Note: "Life Cycle Design," as used by the committee means taking into account the complete product life cycle, from initial product concept, through its operational period, and into replacement with newer equipment.

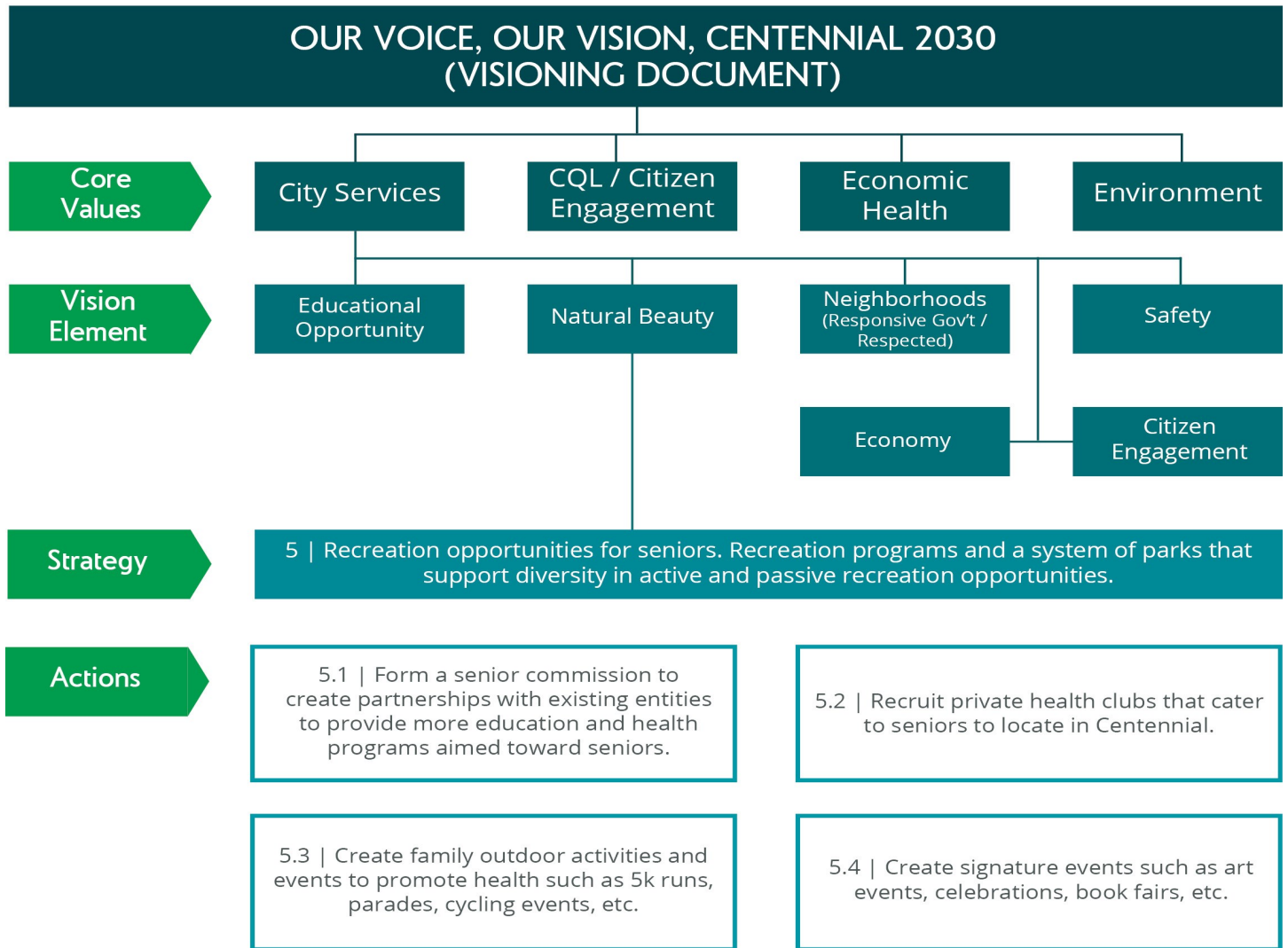
CITY SERVICES – STRATEGY 6



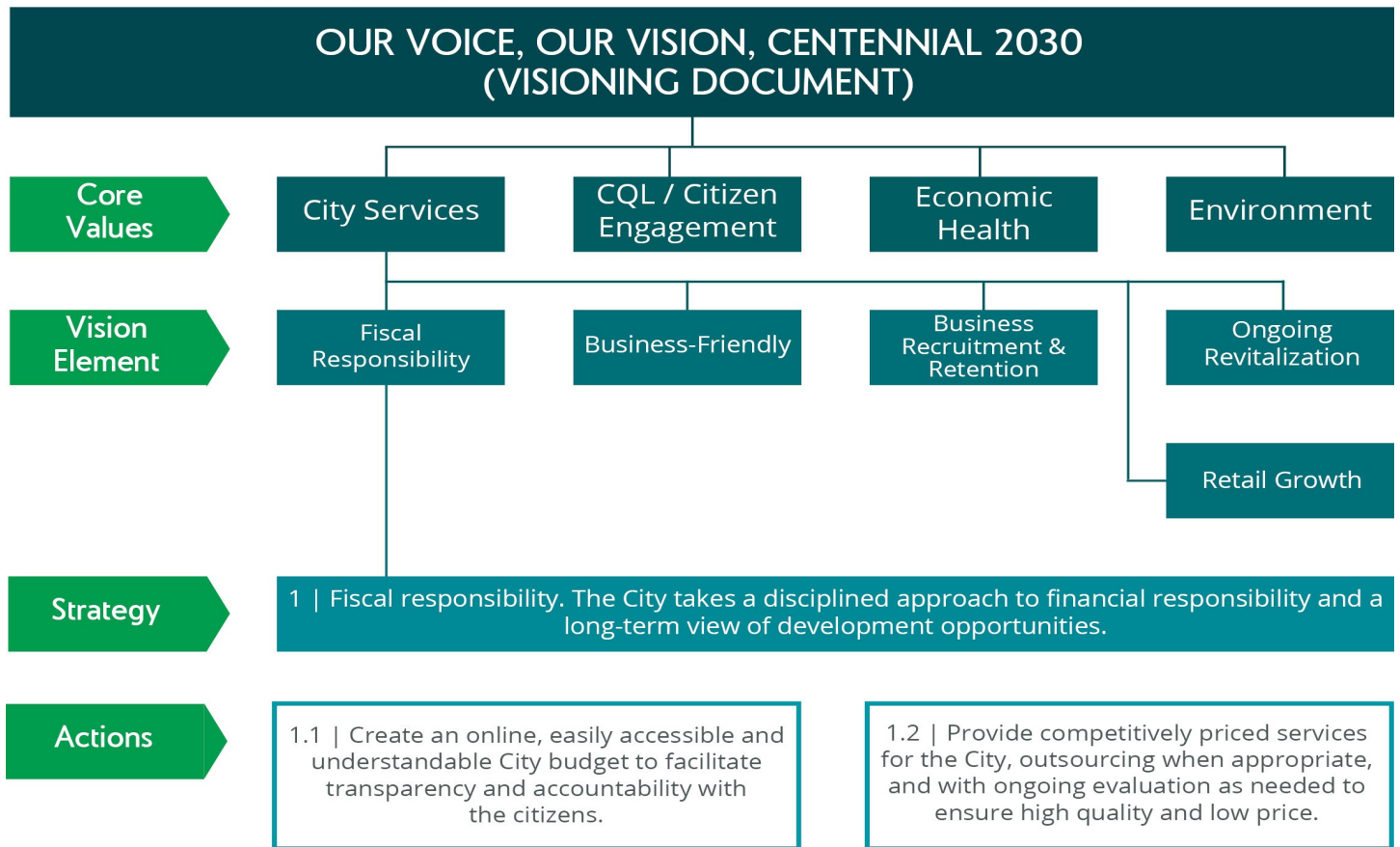
COMMUNITY QUALITY OF LIFE – STRATEGY 3



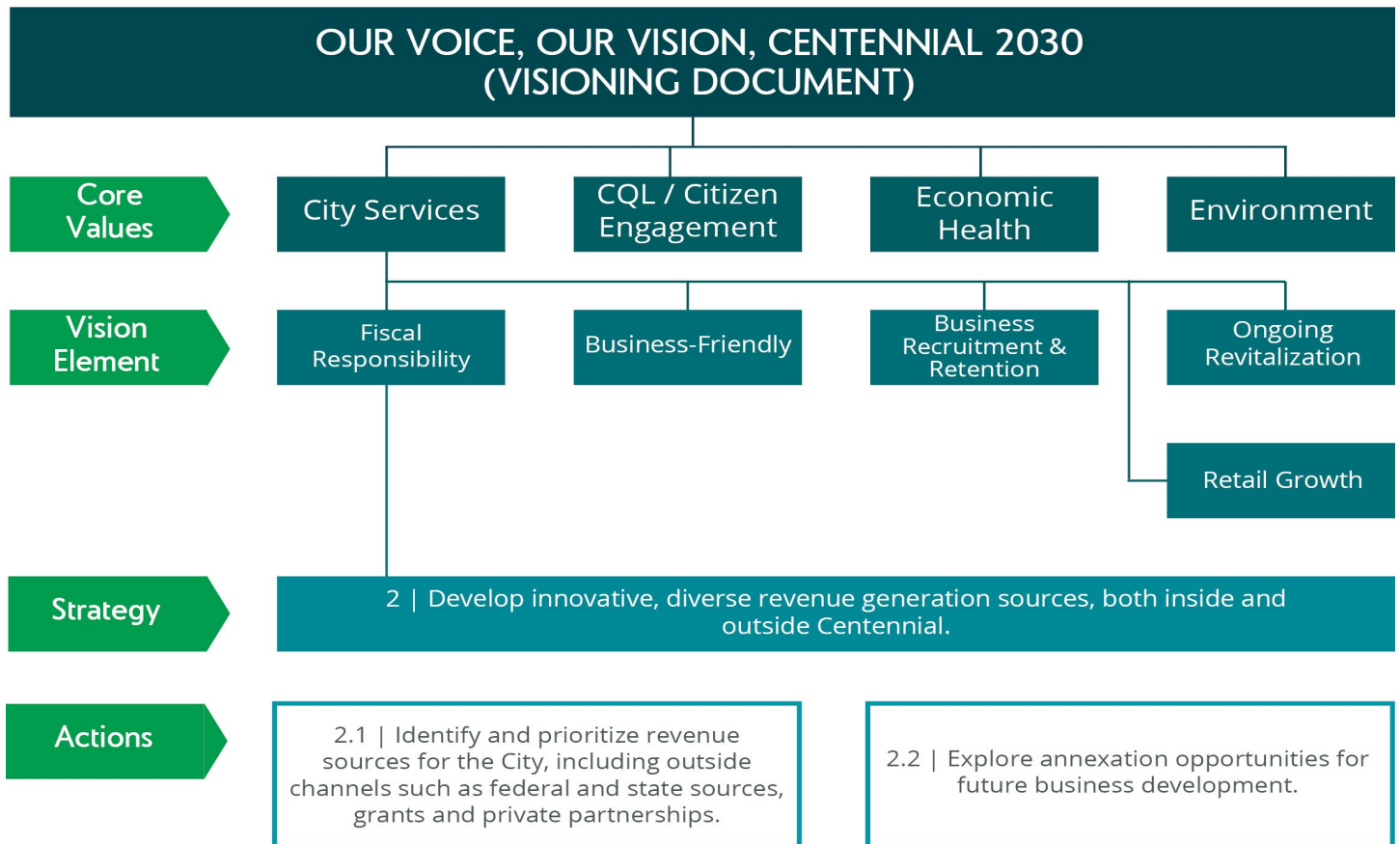
COMMUNITY QUALITY OF LIFE – STRATEGY 5



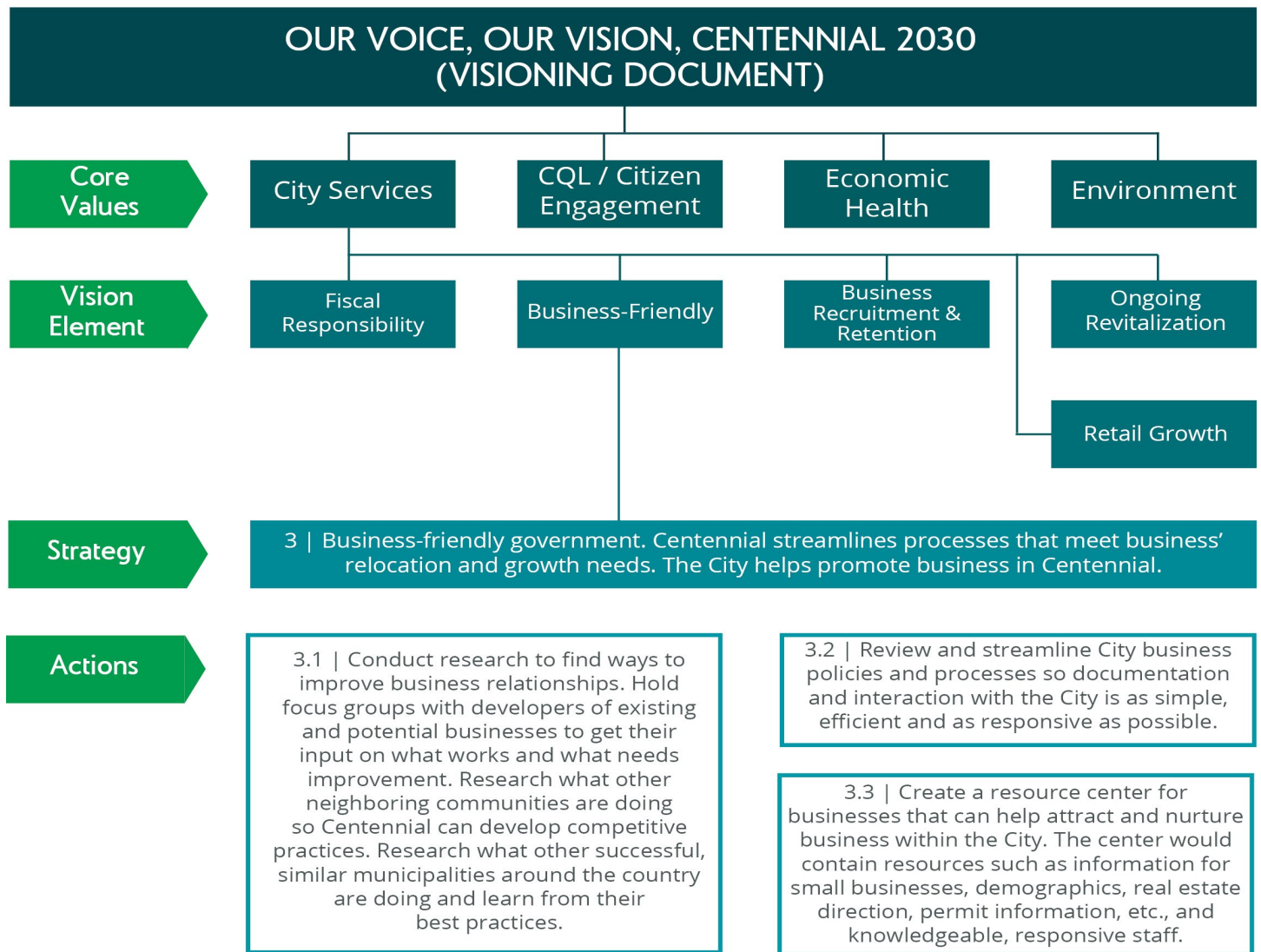
ECONOMIC HEALTH – STRATEGY 1



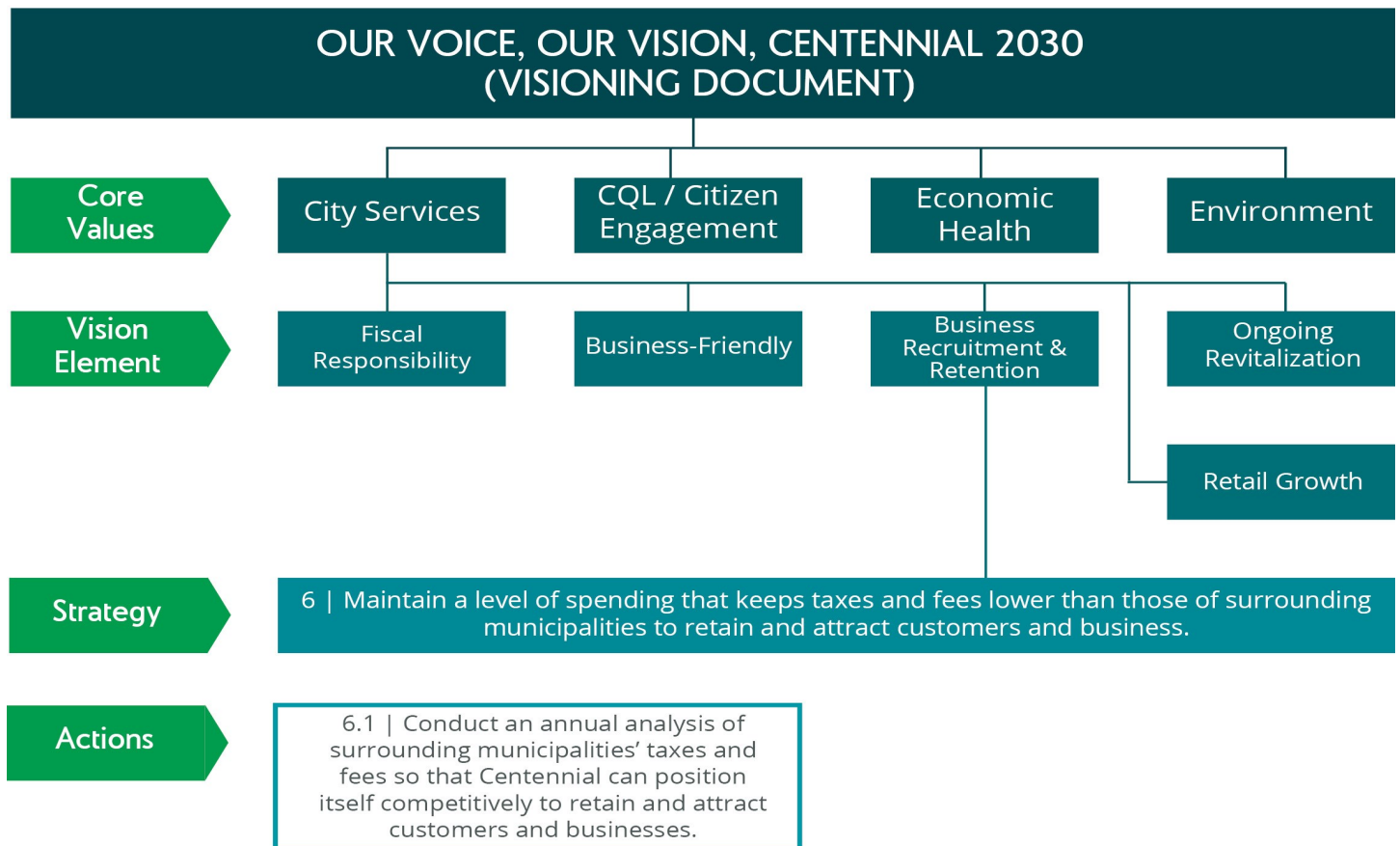
ECONOMIC HEALTH – STRATEGY 2



ECONOMIC HEALTH – STRATEGY 3



ECONOMIC HEALTH – STRATEGY 6



CORE VALUES – CITY SERVICES



CITY SERVICES

Capital Improvement Program	<ul style="list-style-type: none">• Increase Funding• Other
Code Compliance	<ul style="list-style-type: none">• Efficiency
Maintenance	<ul style="list-style-type: none">• Street Sweeping• Pot Holes
Operations / Management	<ul style="list-style-type: none">• Contract Services• Reduce Regulations• Service Expectations
Property Values	<ul style="list-style-type: none">• Reduce Fees• Neighborhood Traffic
Snow & Ice	<ul style="list-style-type: none">• Increase Service• Update Plan
Traffic Operations	<ul style="list-style-type: none">• Speed Limits• Traffic & Schools
Volunteer / Seniors	<ul style="list-style-type: none">• Volunteer Database• Senior Assistance

CORE VALUES – COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

Centennial Center Park	<ul style="list-style-type: none">• Facilities• Special Events
General Communications	<ul style="list-style-type: none">• Social Media• Email Blast
Open Space	<ul style="list-style-type: none">• Pedestrian / Bike Connections• Land Acquisition• Naming• Sports Fields
Other	<ul style="list-style-type: none">• Neighborhood Beautification• Neighborhood Traffic Calming
Outreach	<ul style="list-style-type: none">• Council Meetings• Budget Open Houses• Leadership Centennial
Special Events	<ul style="list-style-type: none">• Active Events at Centennial Center Park
Volunteer / Seniors	<ul style="list-style-type: none">• Senior Services• Community Quality of Life Projects

CORE VALUES – ECONOMIC HEALTH



ECONOMIC HEALTH

Community Development	<ul style="list-style-type: none">• Code Enforcement• Signage• I-25 Sub Area
Economic Development Equity	<ul style="list-style-type: none">• Compatible Businesses• Fair use of incentives• Engage with small businesses
Economic Development Programs	<ul style="list-style-type: none">• Business Retention and Expansion• Business Attraction• Outreach• Incentives
Operations / Management	<ul style="list-style-type: none">• Growing Government• Budget Software• Key Performance Measurements• Incentive Fund
Other	<ul style="list-style-type: none">• Predictable Process
Public Works	<ul style="list-style-type: none">• CIP• Road Repairs
Regulations	<ul style="list-style-type: none">• Business Friendly• Online Registration
Revenue	<ul style="list-style-type: none">• Audits• Annexations• Alternative Revenue Source

CORE VALUES – ENVIRONMENT



ENVIRONMENT

Citizen Committee	<ul style="list-style-type: none">• Create Committee
Community Development	<ul style="list-style-type: none">• Green Building• Reduce fees for solar
Community Outreach	<ul style="list-style-type: none">• Booth at events• Partner on conservation promotion
New Programs	<ul style="list-style-type: none">• Tree Planting• Electronics / HazMat Recycling
Open Space / Parks	<ul style="list-style-type: none">• Acquisitions• Centennial Center Park Utilities• Private / Public Partnerships
Operations / Management	<ul style="list-style-type: none">• Conservation Practices• Electric Vehicles• Viability of Water Districts
Public Works	<ul style="list-style-type: none">• Snow Management• Traffic Lights• CIP
Volunteer	<ul style="list-style-type: none">• Clean up service groups

THE TEN-YEAR FINANCIAL FORECAST

The Ten-Year Financial Forecast (the “Forecast”) is a multi-year forecast that includes historical data from 2015 and 2016, the current year adopted and amended budgets, the following year’s anticipated budget and future projections through 2025. 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 in excess of expenditures that may be appropriated for use by City Council. A top priority of Council is to improve the fiscal health of the City. Revenue projections are conservative and authorized expenditures are closely monitored in an effort to maintain a healthy fund balance. The accumulation of reserves allows for prudent financing of capital construction and replacement projects. The City maintains reserves that are required by law as well as other reserves to provide for unforeseen reductions in revenues or expenditures arising from an emergency. The reserve policy established by Council requires that at least three percent (3%) of fiscal year spending is set aside for TABOR Emergency Reserves. The overall Fund Balance of the General Fund shall equal no less than 25% of annual Expenditures, including transfers.

The Ten-Year Financial Forecast is developed in order to provide long-term budgetary insight and address the following:

- 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 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 ending fund balance; in addition, Council has directed fund balance amounts over thirty-five percent (35%) in the General Fund be set aside for future capital projects. General Fund projections, based on conservative revenue estimates and expenditure estimates at contracted or current levels, indicate a fund balance level of 25% through 2025. 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 re-appropriated annually for all funds, except the General Fund, and other funds to the extent fund balance is appropriated in subsequent years.

The City maintains reserves required by law or contract and serve a specific purpose. According to Article X, Section 20 of the Colorado Constitution, the City must maintain a three percent (3%) reserve for emergencies (TABOR Emergency Reserve). City Council has determined that additional reserves be established to provide for unforeseen reductions in revenues or expenditures greater than the current year revenues. As a result, the City has established a ten percent (10%) reserve for operating purposes (Operating Reserve), within the 25% ending fund balance level.

In November, 2003, voters approved a one percent (1%) sales tax increase effective January 1, 2004. Fifty percent (50%) of the revenues generated from the sales tax increase, not to exceed \$2.8 million annually, is restricted to the acquisition, construction, operation, maintenance and financing, including debt service financing if subsequently approved by the voters, for transportation and drainage systems. The remaining 50 percent (50%) of the revenues generated from the sales tax increase may be used for any purpose authorized by law and City Council (City Ordinance No. 2003-O-20). As a result, the City carefully monitors sales tax revenues attributable to the one percent (1%) sales tax increase to ensure at least \$2,800,000 annually is expended in accordance with the provisions identified above.

In November, 2003, voters approved a one percent (1%) building materials use tax increase effective January 1, 2004. The revenues generated from the building materials use tax increase may be used for any purpose authorized by law and City Council (City Ordinance No. 2003-O-20).

In November, 2003, voters approved a 2.5 percent (2.5%) auto use tax effective January 1, 2004. Revenues derived from the auto use tax are to be used solely for the acquisition, construction, operation, maintenance and financing, including debt service financing if subsequently approved by the voters, for transportation system improvements (City Ordinance No. 2003-O-20). Consequently, the City carefully monitors auto use tax revenues to ensure the amounts collected as a result of the tax are expended in accordance with the provisions identified above.

In November, 2001, voters permanently exempted sales tax, use tax, and property tax from TABOR revenue limitations. Additionally, in November, 2006 voters approved waiving the revenue limits (related to all City revenues beginning in 2005) of Article X, Section 20 of the Colorado Constitution through December, 2013. Excess revenues are restricted for road and street repair and maintenance, public safety and open space acquisition and maintenance.

In November 2012, voters permanently exempted all current and future revenues from TABOR revenue limitations and authorized the City to use excess revenues for any governmental purpose.

The Forecast includes projections as a result of The Streets at SouthGlenn project which was completed in 2009. The Streets at SouthGlenn includes a mix of retail, entertainment, office, and residential space. The Forecast includes projections for sales and property tax revenue. In addition, the Forecast includes expenditures related to tax sharing agreements. The City entered into an agreement with the Southglenn Metropolitan District (the "District") that requires 76 percent (76%) of sales tax revenues above the revised base of approximately \$1.9 million be shared with the District for the repayment of the District bonds issued for the public improvements associated with the redevelopment of The Streets at SouthGlenn. The agreement also requires that 100 percent (100%) of the property tax related to the property's incremental increase in assessed valuation over the base assessed valuation be shared with the District for the repayment of the bonds.

The forecast includes projections for various retail centers and their respective revenue sharing agreements. Specifically, Building Materials Use Tax and Sales Tax revenues related to IKEA, Centennial Promenade, Centennial Center, Viewhouse Centennial, and TopGolf USA have been included in the Forecast.

- The City entered into a revenue sharing agreement with IKEA, which requires the City to share sales tax revenues up to a maximum of \$18,000,000 over a period of ten years commencing in July 2011 for public and public-related improvements and requires a partial waiver of twenty-five percent (25%) of any and all applicable use taxes. As a result of this agreement, the annual budgets and Forecast include revenue sharing expenditures.
- The City entered into a revenue sharing agreement with Centennial Promenade Shopping Center to share sales tax revenues up to a maximum of \$13,000,000 for sales tax and fifty percent (50%) of use tax paid through March 31, 2021.
- The City entered into a revenue sharing agreement for Centennial Center, which requires the City to share sales tax revenues up to a maximum of \$1,400,000 through December 31, 2020.
- The City entered into a revenue sharing agreement with Viewhouse Centennial to share fifty percent (50%) of sales tax revenues for a period of five years. The revenue sharing began in 2015.
- The City entered into a revenue sharing agreement with TopGolf USA for a period of five years. Sales tax revenues will be shared at seventy-five percent (75%) for the first year, sixty-six percent (66%) for the second year, and fifty percent (50%) for years three through five. As a result of this agreement, the forecasts include revenue sharing expenditures through 2020.

REVENUE ASSUMPTIONS

Generally, the City has experienced a stable economy and has reported an increase in overall revenues year over year. However, as a result of continuing economic uncertainties, the City has estimated conservatively for 2018 through 2025. Revenue forecasts are developed primarily based upon historic trends, while considering the state of the current economy and projected Denver/Boulder/Greeley Consumer Price Index (CPI) rate for those revenue sources vulnerable to the local economy, the Colorado State Economic Forecast, and other unique adjustments for anticipated retail developments and programmatic changes.

- All revenue sources for the City are permanently exempt from TABOR revenue limitations.
- The City's sales tax and building materials use tax revenues have been adjusted for anticipated future retail development; however, the only adjustments included in the Forecast are those for which an agreement currently exists.
- The City's property tax mill levy will remain at the current rate of 4.982 mills. This rate cannot be increased without a vote of the citizens. Property tax revenue is projected to increase for 2018 compared to 2017. 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 slightly increase from 2018 through 2025.
- Revenues resulting from fees and charges are forecasted based upon current and/or anticipated fee schedules and are intended to represent the amount required to cover the cost of providing related services for which the fee is charged.
- Other revenues are primarily based on historic trends, or are projected to remain flat.

EXPENDITURE ASSUMPTIONS

Personnel expenditures for the General and Land Use Funds include an increase of six percent (6.0%) for salary increases for 2017 through 2025. This 6.0% salary forecast includes possible promotions, position reclassifications, re-organizations, etc., and an increase of five to ten percent (5-10%) for insurance costs for 2017 through 2025. 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 69.75 full-time equivalent (FTE) positions for 2018 with no additional forecasted jobs. The City may examine the possibility of full-time equivalent positions replacing contracted services each year during the budget process.

Expenditures for contracted services are generally projected based upon contractual amounts and do not include provisions for changes in the level of service for 2017 through 2025.

Costs related to the service providers including Public Works, Animal Services, Sales and Use Tax Administration, and Building Services have not been included in the Forecast with projected increases annually with inflation forecasts.

Generally, most line items remain flat with 2018 funding levels with the exception of costs outside of the control of the City including insurance, utility, and material costs such as asphalt, gas, and snow removal materials. In addition, the Forecast includes an increase in future year expenditures for ongoing City Council approved budget decision packages.

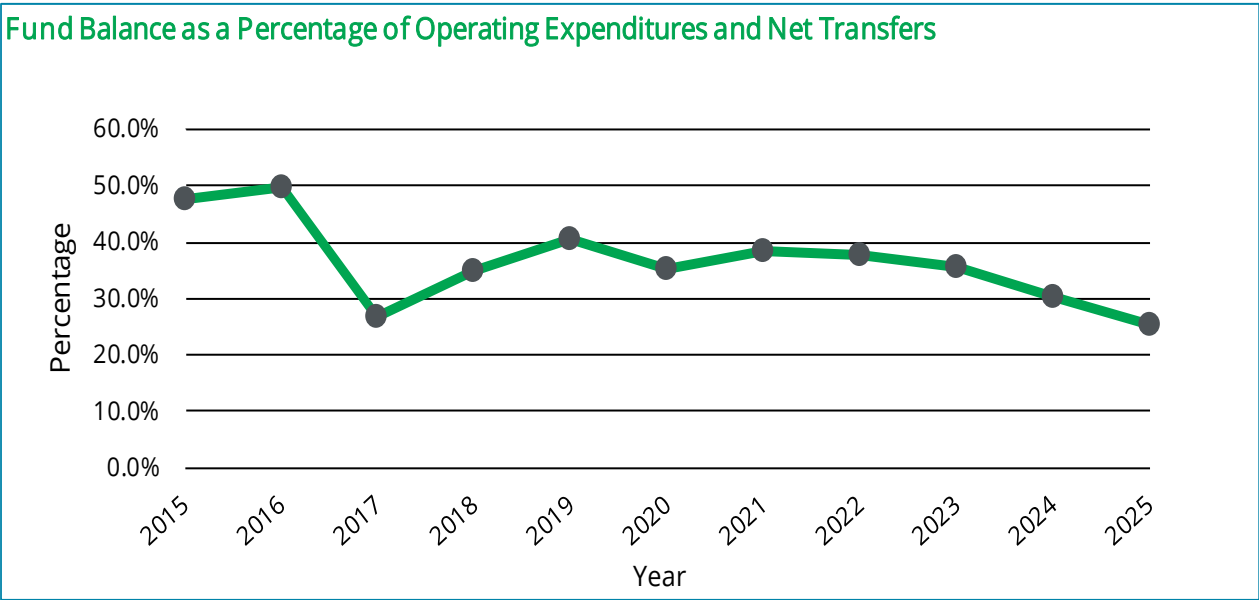
Capital Improvement Program costs are based upon specific projects anticipated for 2017 through 2025. The Capital Improvement Program Fund Forecast is prepared based on a constrained basis.

The 2017 through 2025 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.

Based upon the assumptions outlined above, and the resulting forecast, the City is financially stable and is projected to remain stable through the forecasted period. The primary indicator of this stability is the City's General Fund ending fund balance, which is projected at the end of 2025 to be \$21.0 million, or 25.3% and complies with the City's fund balance policy.

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 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.



GENERAL FUND

General Fund

2015—2025 Summary of Revenues and Revenue Projections

	2015 Actual	2016 Actual	2017 Amended	2018 Budget
REVENUES				
Sales Tax	\$ 37,774,351	\$ 38,770,237	\$ 36,882,110	\$ 39,498,460
Business/Sales Tax License	64,457	103,981	\$ 64,457	\$ 104,000
Sales Tax - County				
Building Materials Use Tax	3,542,288	3,923,583	1,648,000	3,312,200
Property Tax	7,913,087	9,260,946	9,338,986	10,730,676
Highway Users Tax Fund	5,300,728	5,406,009	5,744,485	5,411,644
Franchise Fees	5,059,425	5,027,299	4,868,662	5,101,900
Specific Ownership Tax	610,438	729,834	663,850	707,100
Motor Vehicle Registration Fees	571,518	570,982	550,838	528,100
Automobile Use Tax	5,134,889	5,185,531	4,819,750	5,193,500
Cigarette Tax	269,017	272,652	270,219	258,100
Road and Bridge Shareback	616,477	606,907	625,114	628,530
Right-of-Way Permit Fees	261,613	285,697	286,537	286,750
Animal Services Fines and Fees	69,634	58,834	61,258	60,900
Court Fines	1,779,781	1,629,746	1,613,694	1,540,600
Investment Income	175,555	407,136	188,700	738,000
Liquor Licensing Fees	40,376	41,955	40,150	40,400
Leased Property Revenue	55,740	58,140	59,340	59,340
Passport Fees	74,569	74,912	72,991	89,600
Building Rent Recovery	496,204	464,440	474,728	495,900
Other Grant Revenue	500,000	445,422	554,578	-
Intergovernmental Revenue	182,582	34,134	-	-
Insurance Proceeds	-	-	-	-
Miscellaneous Revenue	239,697	578,795	142,500	124,000
TOTAL REVENUES	\$ 70,732,426	\$ 73,937,172	\$ 68,970,947	\$ 74,909,700

2019 Forecast		2020 Forecast		2021 Forecast		2022 Forecast		2023 Forecast		2024 Forecast		2025 Forecast	
\$	40,000,000	\$	40,508,813	\$	40,143,381	\$	40,288,577	\$	40,500,000	\$	40,800,000	\$	41,250,000
	65,500		104,000		65,500		104,000		78,000		105,300		78,975
	3,378,444		3,412,228		3,446,351		3,480,814		3,515,622		3,515,622		3,515,622
	10,945,290		11,383,102		11,610,764		12,075,195		12,316,699		12,809,367		13,065,554
	5,425,000		5,425,000		5,425,000		5,479,250		5,534,043		5,589,383		5,645,277
	5,203,900		5,256,170		5,308,501		5,335,000		5,388,350		5,442,234		5,496,656
	689,400		672,200		682,283		689,106		695,997		702,957		709,987
	517,600		512,400		515,000		517,600		522,776		528,004		533,284
	4,674,200		4,206,800		4,269,900		4,312,600		4,398,852		4,486,829		4,576,566
	259,400		260,100		260,800		261,500		265,423		269,404		273,445
	633,243		637,993		641,183		644,389		647,611		650,849		654,103
	287,500		289,700		291,200		292,700		295,627		298,583		301,569
	61,500		61,800		62,100		62,400		63,024		63,655		64,291
	1,556,000		1,571,600		1,579,500		1,587,400		1,603,274		1,619,306		1,635,500
	750,000		750,000		750,000		750,000		750,000		750,000		750,000
	40,400		40,600		40,800		41,000		30,750		41,513		31,134
	59,340		59,340		59,340		59,340		59,340		59,340		59,340
	91,400		92,800		93,700		94,200		95,142		96,094		97,055
	495,900		495,900		495,900		495,900		495,900		495,900		495,900
	-		-		-		-		-		-		-
	-		-		-		-		-		-		-
	-		-		-		-		-		-		-
	21,499		21,499		21,501		21,500		21,500		21,501		21,500
\$	75,155,517	\$	75,762,046	\$	75,762,703	\$	76,592,471	\$	77,277,930	\$	78,345,840	\$	79,255,758

General Fund

2015—2025 Summary of Expenditures and Expenditure Projections

	2015 Actual	2016 Actual	2017 Amended	2018 Budget
EXPENDITURES				
Legislative				
Elected Officials	\$ 273,243	\$ 369,198	\$ 382,691	\$ 426,911
City Attorney's Office	718,213	695,796	791,805	970,000
City Clerk's Office	369,748	365,883	483,015	431,459
City Management				
City Manager's Office	1,304,117	1,458,273	1,394,143	2,098,383
Office of Technology & Innovation	1,378,130	1,745,870	3,337,343	2,422,636
Administrative				
Human Resources	416,050	417,261	490,213	677,485
Communications	827,500	986,059	1,075,811	1,093,501
Financial				
Finance	2,281,349	2,176,768	2,444,910	2,659,663
Economic Development	111,484	101,257	289,726	171,700
Nondepartmental	5,298,642	5,681,794	5,324,217	6,309,580
Central Services	246,558	269,628	530,754	484,078
Public Works				
Public Works	12,642,267	13,481,778	15,456,763	15,174,813
Facilities & Fleet	1,160,557	702,944	869,396	945,764
Public Safety				
Law Enforcement	20,285,969	21,571,009	22,132,560	23,054,114
Animal Services	604,846	616,422	656,199	669,850
Municipal Court	2,443,639	2,278,651	2,302,988	2,370,136
Community Development				
Community Development Administration	453,672	532,464	690,753	536,488
Code Compliance	436,215	449,954	484,617	494,350
TOTAL EXPENDITURES	\$ 51,252,199	\$ 53,901,009	\$ 59,137,904	\$ 60,990,911
REVENUES OVER (UNDER) EXPENDITURES	\$ 19,480,227	\$ 20,036,163	\$ 9,833,043	\$ 13,918,789

2019 Forecast		2020 Forecast		2021 Forecast		2022 Forecast		2023 Forecast		2024 Forecast		2025 Forecast	
\$	444,601	\$	464,135	\$	484,714	\$	506,402	\$	529,266	\$	553,376	\$	578,809
	999,100		1,029,073		1,059,945		1,091,744		1,124,496		1,158,231		1,192,978
	529,568		475,901		578,062		525,539		632,097		581,021		692,361
	2,214,193		2,336,801		2,466,619		2,604,087		2,749,672		2,903,871		3,067,209
	2,525,303		2,626,060		2,731,754		2,842,659		2,959,064		3,081,274		3,209,614
	718,140		761,259		806,991		855,496		906,943		961,511		1,019,392
	1,146,754		1,202,980		1,262,357		1,325,075		1,391,334		1,461,347		1,535,342
	2,778,494		2,903,358		3,034,595		3,172,562		3,317,639		3,470,229		3,630,757
	176,134		181,027		186,057		191,228		196,545		202,010		207,629
	6,384,126		6,459,715		3,657,295		3,311,068		3,356,866		3,403,453		3,450,845
	493,760		506,104		518,756		531,725		545,018		558,644		572,610
	15,596,076		16,157,222		16,577,675		17,136,096		17,623,514		18,218,295		18,738,168
	933,923		957,723		982,184		1,042,322		1,033,157		1,094,710		1,086,999
	23,745,114		24,829,434		25,191,192		25,946,928		26,725,336		27,958,112		28,365,840
	689,946		710,644		731,963		753,922		776,540		799,836		823,831
	2,454,315		2,569,135		2,633,134		2,728,040		2,826,842		2,961,227		3,037,826
	568,270		601,997		637,792		675,782		716,106		758,910		804,348
	509,183		524,460		540,196		556,403		573,097		590,292		608,002
\$	62,907,000	\$	65,297,027	\$	64,081,280	\$	65,797,079	\$	67,983,532	\$	70,716,348	\$	72,622,559

\$	12,248,517	\$	10,465,019	\$	11,681,422	\$	10,795,393	\$	9,294,398	\$	7,629,492	\$	6,633,198
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General Fund

2015—2025 Summary of Sources (Uses) and Projections

	2015 Actual	2016 Actual	2017 Amended	2018 Budget
OTHER FINANCING SOURCES (USES)				
Open Space Fund Transfers Out	\$ -	\$ (26,754)	\$ -	\$ -
Land Use Fund Transfers In	1,809,030	1,894,070	752,639	1,147,158
Land Use Fund Transfers Out	(885,605)	(971,439)	(412,000)	(828,050)
CIP Fund Transfers	(26,327,286)	(20,824,530)	(23,850,000)	(15,900,000)
TOTAL OTHER FINANCING SOURCES (USES)	\$ (25,403,861)	\$ (19,928,653)	\$ (23,509,361)	\$ (15,580,892)
NET CHANGE IN FUND BALANCE	\$ (5,923,634)	\$ 107,510	\$ (14,444,558)	\$ (1,662,103)
FUND BALANCE/NET ASSETS - BEGINNING OF YEAR	\$ 42,469,867	\$ 36,546,233	\$ 36,653,743	\$ 28,351,590
FUND BALANCE/NET ASSETS - END OF YEAR	\$ 36,546,233	\$ 36,653,743	\$ 22,209,185	\$ 26,689,487
FUND BALANCE AS A PERCENTAGE OF OPERATING EXPENDITURES AND NET TRANSFERS	47.7%	49.6%	26.6%	34.9%

General Fund

2015—2025 Summary of Reserves and Reserve Projections

	2015 Actual	2016 Actual	2017 Amended	2018 Budget
Nonspendable				
Prepaid Items	\$ 1,493	\$ -	\$ -	\$ -
Restricted				
TABOR Emergency Reserves	1,359,857	1,620,256	1,363,848	1,779,864
Community Events	12,500	-	-	-
Unassigned	35,172,383	35,033,487	20,845,338	24,909,622
TOTAL GENERAL FUND RESERVES	\$ 36,546,233	\$ 36,653,743	\$ 22,209,185	\$ 26,689,487

2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
1,163,719	1,172,165	1,061,588	1,070,204	1,078,906	1,087,695	1,096,572
(844,611)	(853,057)	(861,588)	(870,204)	(878,906)	(887,695)	(896,572)
(9,850,000)	(12,750,000)	(10,700,000)	(10,850,000)	(10,425,000)	(11,000,000)	(10,525,000)
\$ (9,530,892)	\$ (12,430,892)	\$ (10,500,000)	\$ (10,650,000)	\$ (10,225,000)	\$ (10,800,000)	\$ (10,325,000)
\$ 2,717,625	\$ (1,965,873)	\$ 1,181,422	\$ 145,393	\$ (930,602)	\$ (3,170,508)	\$ (3,691,802)
\$ 26,689,487	\$ 29,407,112	\$ 27,441,239	\$ 28,622,661	\$ 28,768,054	\$ 27,837,452	\$ 24,666,944
\$ 29,407,112	\$ 27,441,239	\$ 28,622,661	\$ 28,768,054	\$ 27,837,452	\$ 24,666,944	\$ 20,975,142
40.6%	35.3%	38.4%	37.6%	35.6%	30.3%	25.3%

2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
1,968,739	1,899,935	1,957,881	1,978,274	2,011,588	2,026,375	2,067,923
-	-	-	-	-	-	-
27,438,373	25,541,304	26,664,779	26,789,780	25,825,864	22,640,569	18,907,220
\$ 29,407,112	\$ 27,441,239	\$ 28,622,661	\$ 28,768,054	\$ 27,837,452	\$ 24,666,944	\$ 20,975,142

CAPITAL IMPROVEMENT FUND

Capital Improvement Fund

2015—2025 Summary of Revenues and Revenue Projections

	2015 Actual	2016 Actual	2017 Amended	2018 Budget
REVENUES				
Federal Grant Revenue	\$ 196,043	\$ 420,505	\$ -	\$ -
Developer Contributions	-	366,000	-	-
Other Contributions	102,938	430,164	-	-
Pavement Restoration Fees	49,017	51,255	44,000	46,000
Intergovernmental Revenue	6,121,000	748,153	465,268	-
Miscellaneous	250	-	446,602	-
TOTAL REVENUES	\$ 6,469,248	\$ 2,016,077	\$ 955,870	\$ 46,000

Capital Improvement Fund

2015—2025 Summary of Expenditures and Expenditure Projections

	2015 Actual	2016 Actual	2017 Amended	2018 Budget
EXPENDITURES				
Other Services & Supplies:				
<i>Professional Services</i>				
General Transportation Studies	\$ 50,000	\$ 43,750	\$ 50,000	\$ 50,000
<i>Construction Services</i>				
IT System Upgrades	-	21,784	1,671,217	580,000
<i>Construction Services</i>				
Capital Improvement Program - Contracted Services Support	269,765	22,700	275,000	275,000
Subtotal Other Services & Supplies	\$ 319,765	\$ 88,234	\$ 1,996,217	\$ 905,000
Capital Outlay:				
Fiber Optic Backbone Construction	\$ -	\$ 590,502	\$ 5,109,498	\$ -
<i>Building</i>				
Building Maintenance & Improvements	28,041	2,592,953	158,746	210,000
Major Capital Repairs - Building				
Contingency	-	619,839	328,438	50,000
Subtotal Building	\$ 28,041	\$ 3,803,294	\$ 5,596,682	\$ 260,000

2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 641,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
250,000	-	-	-	-	-	-
-	-	-	-	-	-	-
47,840	49,754	51,744	53,814	55,967	58,206	60,534
-	-	-	-	-	-	-
-	-	-	-	-	-	-
\$ 938,840	\$ 49,754	\$ 51,744	\$ 53,814	\$ 55,967	\$ 58,206	\$ 60,534

2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
-	-	-	-	-	-	-
275,000	275,000	275,000	275,000	275,000	275,000	275,000
\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
150,000	150,000	150,000	150,000	150,000	150,000	150,000
50,000	50,000	50,000	50,000	50,000	50,000	50,000
\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000

Capital Improvement Fund

2015—2025 Summary of Expenditures and Expenditure Projections (con't)

	2015 Actual	2016 Actual	2017 Amended	2018 Budget
New Construction				
Streets & Intersections				
Tagawa Road	\$ -	\$ -	\$ 602,109	\$ -
Arapahoe Road Design (Waco - Himalaya)	6,642,642	10,410,453	869,925	-
Qunicy Avenue Widening Design	-	-	1,750,000	-
Arapahoe Road Corridor Study	-	-	500,000	-
County Line Road Study	50,000	-	-	-
County Line Road Improvements	-	-	1,350,000	2,100,000
Peakview & Dayton Intersection Improvements	147,277	8,723	-	-
Arapahoe Road & I-25 Interchange Construction	-	-	3,375,000	-
Smoky Hill & Himalaya Intersection Improvements	96,507	40,360	760,133	-
Quebec & County Line Right Turn Lane Design & Construction	-	89,775	160,225	800,000
Grant Match Funds/Other	-	-	-	75,000
I-25 and County Line Road Improvements	-	-	-	500,000
Dry Creek Road and University Blvd. Intersection Improvements	-	-	-	225,000
Orchard Road & Franklin Street to Highline Canal	-	-	-	-
Arapahoe Road & York Street	-	-	-	-
Smoky Hill & Buckley/Tower	-	-	-	-
Acquisition of Easter/Havana ROW	313,171	-	-	-
Community Identification and Wayfinding Program	-	-	60,000	150,000
Subtotal Streets & Intersections	\$ 7,249,597	\$ 10,549,311	\$ 9,427,392	\$ 3,850,000

2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
- \$	- \$	- \$	- \$	- \$	- \$	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
550,000	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	-	-	-	-	-	-
75,000	75,000	75,000	75,000	75,000	75,000	75,000
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	820,000	-	-	-	-	-
-	70,000	-	-	-	-	-
-	260,000	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000
-	-	-	-	-	-	-
-	-	-	-	-	-	-
\$ 625,000	\$ 1,225,000	\$ 2,175,000	\$ 2,175,000	\$ 2,175,000	\$ 2,175,000	\$ 2,175,000

Capital Improvement Fund

2015—2025 Summary of Expenditures and Expenditure Projections (con't)

	2015 Actual	2016 Actual	2017 Amended	2018 Budget
Sidewalks				
University Boulevard - Arapahoe Road to				
Dry Creek Infill	\$ -	\$ -	\$ 541,000	\$ -
Dry Creek Light Rail Station	-	1,408,448	386,552	-
Infill Sidewalk Program	44,741	609,845	74,983	575,000
Dry Creek & I-25 Pedestrian Crossing	-	-	250,000	50,000
University Blvd & Mineral Avenue	-	-	-	-
Holly/Arapahoe Road/Forest Way	-	-	-	-
Dry Creek Road/University Blvd/Franklin				
Street	-	-	-	-
Broadway at Highline Canal Bridge	-	-	-	-
Yosemite St./Nichols Ave./Chester St.	-	-	-	-
Highline Canal Trail at Orchard	-	-	-	-
Subtotal Sidewalks	\$ 44,741	\$ 2,018,293	\$ 1,252,535	\$ 625,000
Traffic Control & Signals				
Neighborhood Traffic Management				
Survey & Design	\$ 19,510	\$ -	\$ 253,720	\$ 150,000
Peoria/Briarwood Signal	-	-	264,901	-
Smoky Hill/Picadilly Signal	-	-	300,000	-
Yosemite/Mineral Drive Signal	-	-	-	360,000
Yosemite/Willow Way Signal	-	-	-	-
Buckley Road/Crestline Signal	-	-	-	-
Himalaya Way/Gibraltar Signal	-	-	-	-
Panorama/Chester flashing sign	-	-	-	-
Signal Communication Improvements	108,281	283,924	1,446,098	140,000
ITS Maintenance	-	-	30,000	30,000
ITS Master Plan	-	-	1,250,000	1,000,000
Arterial Travel Time Project	-	116,638	565,650	-
Subtotal Traffic Signals & Control	\$ 127,791	\$ 400,562	\$ 4,110,369	\$ 1,680,000
Short Term Major Capital Project Reserve	\$ -	\$ -	\$ 1,000,000	\$ 2,000,000
Subtotal New Construction	\$ 7,422,129	\$ 12,968,166	\$ 15,790,296	\$ 8,155,000
Rehabilitation				
Street Rehabilitation Program	\$ 6,897,821	\$ 7,649,423	\$ 11,273,876	\$ 6,750,000
Vista Verde Neighborhood				
Improvements	-	336,376	-	-
Arapahoe Road Structure over Big Dry				
Creek	-	-	412,505	100,000
Major Structures	-	-	-	-
Minor Structures	43,000	55,563	59,437	50,000
Subtotal Rehabilitation	\$ 6,940,821	\$ 8,041,362	\$ 11,745,818	\$ 6,900,000
Subtotal Capital Outlay	\$ 14,390,991	\$ 24,812,822	\$ 33,132,796	\$ 15,315,000
TOTAL EXPENDITURES	\$ 14,710,756	\$ 24,901,056	\$ 35,129,013	\$ 16,220,000
REVENUE OVER (UNDER)				
EXPENDITURES	\$ (8,241,508)	\$ (22,884,979)	\$ (34,173,143)	\$ (16,174,000)

2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
75,000	75,000	75,000	75,000	75,000	75,000	75,000
30,000	-	-	-	-	-	-
-	-	100,000	50,000	-	-	-
-	-	-	-	-	150,000	-
100,000	150,000	150,000	-	-	-	-
-	-	-	-	-	55,000	100,000
\$ 205,000	\$ 225,000	\$ 325,000	\$ 125,000	\$ 75,000	\$ 280,000	\$ 175,000
\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
-	-	-	-	-	-	-
-	-	-	-	-	-	-
-	360,000	-	-	-	-	-
-	-	-	360,000	-	-	-
-	-	-	-	-	360,000	-
-	-	90,000	90,000	-	-	-
140,000	140,000	140,000	140,000	140,000	140,000	140,000
370,000	370,000	370,000	370,000	451,000	451,000	451,000
912,500	2,825,000	-	-	-	-	-
-	-	-	-	-	-	-
\$ 1,572,500	\$ 3,845,000	\$ 750,000	\$ 1,110,000	\$ 741,000	\$ 1,101,000	\$ 741,000
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 2,402,500	\$ 5,295,000	\$ 3,250,000	\$ 3,410,000	\$ 2,991,000	\$ 3,556,000	\$ 3,091,000
\$ 6,750,000	\$ 6,750,000	\$ 6,750,000	\$ 6,750,000	\$ 6,750,000	\$ 6,750,000	\$ 6,750,000
-	-	-	-	-	-	-
-	-	-	-	-	-	-
100,000	100,000	100,000	100,000	100,000	100,000	100,000
50,000	50,000	50,000	50,000	50,000	50,000	50,000
\$ 6,900,000	\$ 6,900,000	\$ 6,900,000	\$ 6,900,000	\$ 6,900,000	\$ 6,900,000	\$ 6,900,000
\$ 9,502,500	\$ 12,395,000	\$ 10,350,000	\$ 10,510,000	\$ 10,091,000	\$ 10,656,000	\$ 10,191,000
\$ 9,827,500	\$ 12,720,000	\$ 10,675,000	\$ 10,835,000	\$ 10,416,000	\$ 10,981,000	\$ 10,516,000

\$ (8,888,660) \$ (12,670,246) \$ (10,623,256) \$ (10,781,186) \$ (10,360,033) \$ (10,922,794) \$ (10,455,466)

Capital Improvement Fund

2015—2025 Summary of Other Financing Sources and Projections

	2015 Actual	2016 Actual	2017 Amended	2018 Budget
OTHER FINANCING SOURCES				
Transfers In	\$ 26,327,286	\$ 20,824,530	\$ 23,850,000	\$ 15,900,000
TOTAL OTHER FINANCING SOURCES	\$ 26,327,286	\$ 20,824,530	\$ 23,850,000	\$ 15,900,000
NET CHANGE IN FUND BALANCE	\$ 18,085,778	\$ (2,060,449)	\$ (10,323,143)	\$ (274,000)
FUND BALANCE -				
BEGINNING OF YEAR	\$ 13,880,069	\$ 31,965,847	\$ 29,905,398	\$ 19,582,255
FUND BALANCE - END OF YEAR	\$ 31,965,847	\$ 29,905,398	\$ 19,582,255	\$ 19,308,255

Capital Improvement Fund

2015—2025 Summary of Reserves and Reserve Projections

	2015 Actual	2016 Actual	2017 Amended	2018 Budget
Restricted				
TABOR Emergency Reserves	\$ 247,245	\$ 686,549	\$ 1,025,194	\$ 485,220
Committed				
Utility Undergrounding	\$ -	\$ -	\$ 600,000	\$ 800,000
Assigned				
City Infrastructure	31,718,602	29,218,849	17,957,061	18,023,035
TOTAL FUND RESERVES	\$ 31,965,847	\$ 29,905,398	\$ 19,582,255	\$ 19,308,255

2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 9,850,000	\$ 12,750,000	\$ 10,700,000	\$ 10,850,000	\$ 10,425,000	\$ 11,000,000	\$ 10,525,000
\$ 9,850,000	\$ 12,750,000	\$ 10,700,000	\$ 10,850,000	\$ 10,425,000	\$ 11,000,000	\$ 10,525,000
\$ 961,340	\$ 79,754	\$ 76,744	\$ 68,814	\$ 64,967	\$ 77,206	\$ 69,534
\$ 19,308,255	\$ 20,269,595	\$ 20,349,349	\$ 20,426,093	\$ 20,494,907	\$ 20,559,874	\$ 20,637,080
\$ 20,269,595	\$ 20,349,349	\$ 20,426,093	\$ 20,494,907	\$ 20,559,874	\$ 20,637,080	\$ 20,706,614

2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast	2023 Forecast	2024 Forecast	2025 Forecast
\$ 266,660	\$ 380,107	\$ 318,698	\$ 323,436	\$ 310,801	\$ 327,684	\$ 313,664
\$ 1,000,000	\$ 1,200,000	\$ 1,400,000	\$ 1,600,000	\$ 1,800,000	\$ 2,000,000	\$ 2,200,000
19,002,935	18,769,242	18,707,395	18,571,471	18,449,073	18,309,396	18,192,950
\$ 20,269,595	\$ 20,349,349	\$ 20,426,093	\$ 20,494,907	\$ 20,559,874	\$ 20,637,080	\$ 20,706,614



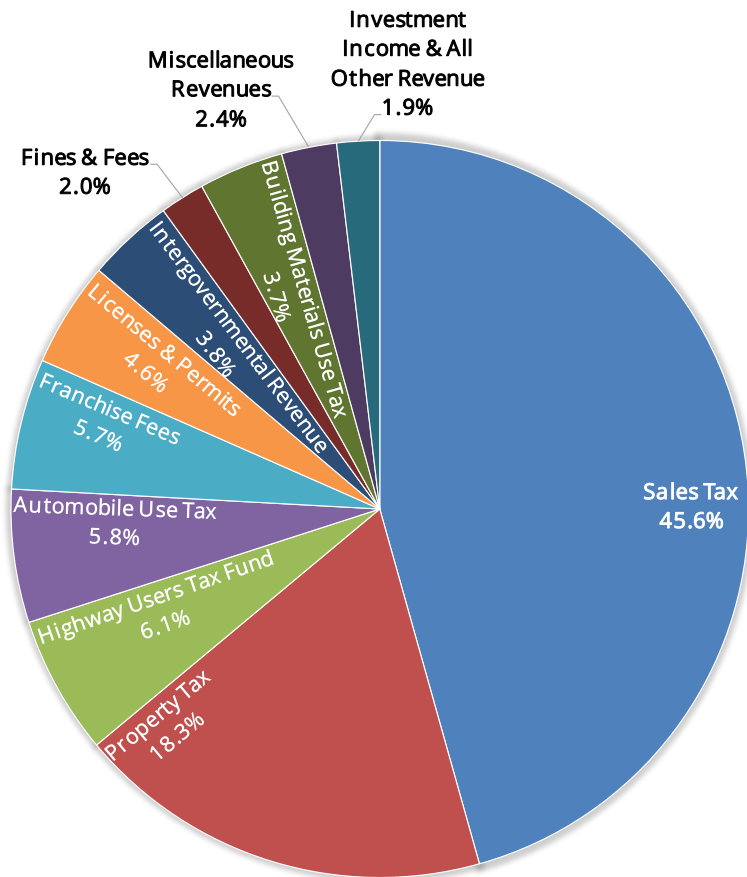
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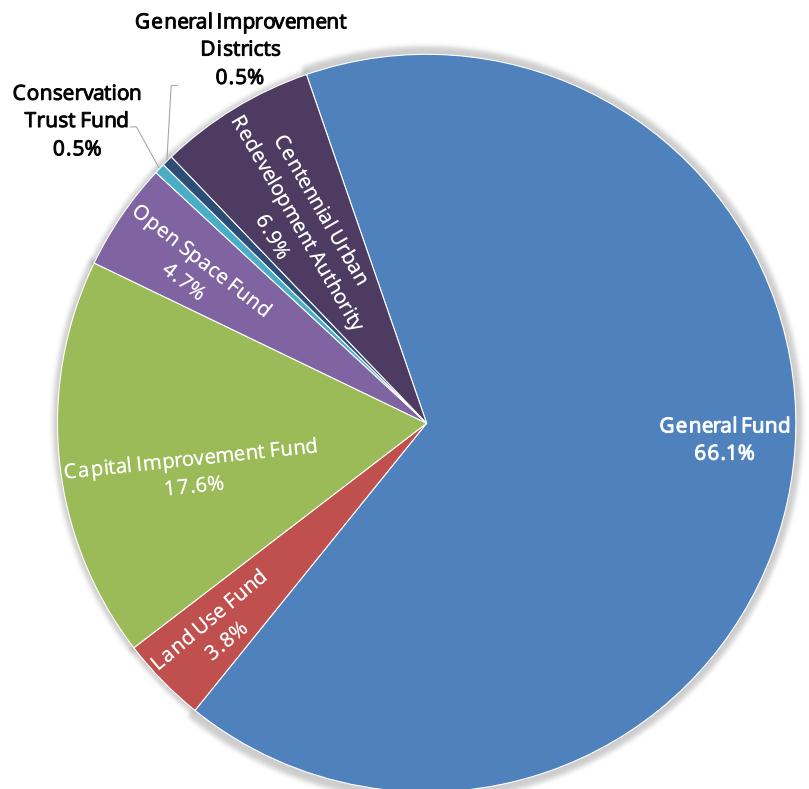
FUND SUMMARIES

FUND SUMMARIES

2018 REVENUES – ALL FUNDS



2018 EXPENDITURES – ALL FUNDS



All Funds

2016—2018 Summary of Revenues

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget
REVENUES				
Sales Tax	\$ 39,678,439	\$ 37,932,662	\$ 37,932,662	\$ 40,575,947
Building Materials Use Tax	3,923,583	1,648,000	1,648,000	3,312,200
Automobile Use Tax	5,185,531	4,819,750	4,819,750	5,193,500
Property Tax	14,711,539	15,048,955	15,048,955	16,261,062
Franchise Fees	5,027,299	4,868,662	4,868,662	5,101,900
Specific Ownership Tax	759,369	683,900	683,900	735,802
Motor Vehicle Registration Fees	570,982	550,838	550,838	528,100
Highway Users Tax Fund	5,406,009	5,744,485	5,744,485	5,411,644
Cigarette Tax	272,652	270,219	270,219	258,100
Road and Bridge Shareback	606,907	625,114	625,114	628,530
Right-of-Way Permit Fees	285,697	286,537	286,537	286,750
Pavement Restoration Fees	51,255	44,000	44,000	46,000
Animal Services Fines and Fees	58,834	61,258	61,258	60,900
Court Fines	1,629,746	1,613,694	1,613,694	1,540,600
Liquor Licensing Fees	41,955	40,150	40,150	40,400
Leased Property Revenue	58,140	59,340	59,340	59,340
Licenses & Permits	4,144,783	3,113,000	3,593,000	3,810,830
Investment Income	484,303	200,810	200,810	823,176
Other Intergovernmental Revenue	3,635,396	3,694,394	3,694,394	3,257,300
Miscellaneous	705,286	102,500	589,102	124,000
Other Grant Revenue	748,153	-	465,268	-
Intergovernmental Revenue	34,134	-	-	-
All Other Revenues	1,883,277	762,176	762,176	839,500
TOTAL REVENUES	\$ 89,903,268	\$ 82,170,444	\$ 83,602,314	\$ 88,895,581

All Funds

2016—2018 Summary of Expenditures by Function

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget
EXPENDITURES				
Legislative				
Elected Officials	\$ 369,198	\$ 382,691	\$ 382,691	\$ 426,911
City Attorney's Office	695,796	791,805	791,805	970,000
City Clerk's Office	365,883	472,259	483,015	431,459
City Management				
City Manager's Office	1,458,273	1,350,144	1,394,143	2,098,383
Office of Technology & Innovation	1,745,870	2,592,628	3,337,343	2,422,636
Economic Development	101,257	284,000	289,726	171,700
Administrative				
Human Resources	417,261	678,099	490,213	677,485
Communications	986,059	1,016,501	1,075,811	1,093,501
Financial				
Finance	2,176,768	2,416,198	2,444,910	2,659,663
Nondepartmental	5,681,794	5,324,217	5,324,217	6,309,580
Central Services	269,628	530,754	530,754	484,078
Public Works				
Public Works	13,481,778	15,049,101	15,456,763	15,174,813
Facilities & Fleet	702,944	811,231	869,396	945,764
Capital Improvement ¹	24,901,056	16,451,000	35,129,013	16,220,000
General Improvement Districts ²	546,518	601,711	592,666	447,250
Public Safety				
Law Enforcement	21,571,009	22,132,560	22,132,560	23,054,114
Animal Services	616,422	656,199	656,199	669,850
Municipal Court	2,278,651	2,290,976	2,302,988	2,370,136
Community Development				
Community Development ⁴	3,754,615	3,391,280	3,943,114	4,028,210
Code Compliance	449,954	484,617	484,617	494,350
Culture & Recreation				
Culture & Recreation ³	1,668,855	1,922,500	5,746,910	4,807,500
Urban Redevelopment				
Urban Redevelopment ²	5,996,585	6,521,508	6,521,508	6,346,651
TOTAL EXPENDITURES	\$ 90,236,174	\$ 86,151,979	\$ 110,380,362	\$ 92,304,034
REVENUES OVER (UNDER)				
EXPENDITURES	\$ (332,906)	\$ (3,981,535)	\$ (26,778,048)	\$ (3,408,453)

All Funds

2016—2018 Summary of Sources (Uses)

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget
OTHER FINANCING SOURCES (USES)				
Fund Transfers	\$ 21,822,723	\$ 16,459,845	\$ 24,262,000	\$ 16,728,050
Land Use Fund Transfers				
General Fund Support (In)	1,894,070	612,909	752,639	1,147,158
Open Space Fund Transfers	(26,754)	-	-	-
Land Use Fund Transfers				
Building Use Tax	(971,439)	(412,000)	(412,000)	(828,050)
General Fund Support (Out)	(1,894,070)	(612,909)	(752,639)	(1,147,158)
Capital Improvement Fund Transfers	(20,824,530)	(16,047,845)	(23,850,000)	(15,900,000)
TOTAL OTHER FINANCING SOURCES (USES)	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES AND OTHER FINANCING SOURCES (USES)	\$ 90,236,174	\$ 86,151,979	\$ 110,380,362	\$ 92,304,034
NET CHANGE IN FUND BALANCE⁵	\$ (332,906)	\$ (3,981,535)	\$ (26,778,048)	\$ (3,408,453)
FUND BALANCE/NET ASSETS - BEGINNING OF YEAR	\$ 77,864,288	\$ 77,550,124	\$ 77,531,382	\$ 56,358,431
FUND BALANCE/NET ASSETS - END OF YEAR	\$ 77,531,382	\$ 73,568,589	\$ 50,753,334	\$ 52,949,978

¹Capital Improvement Fund

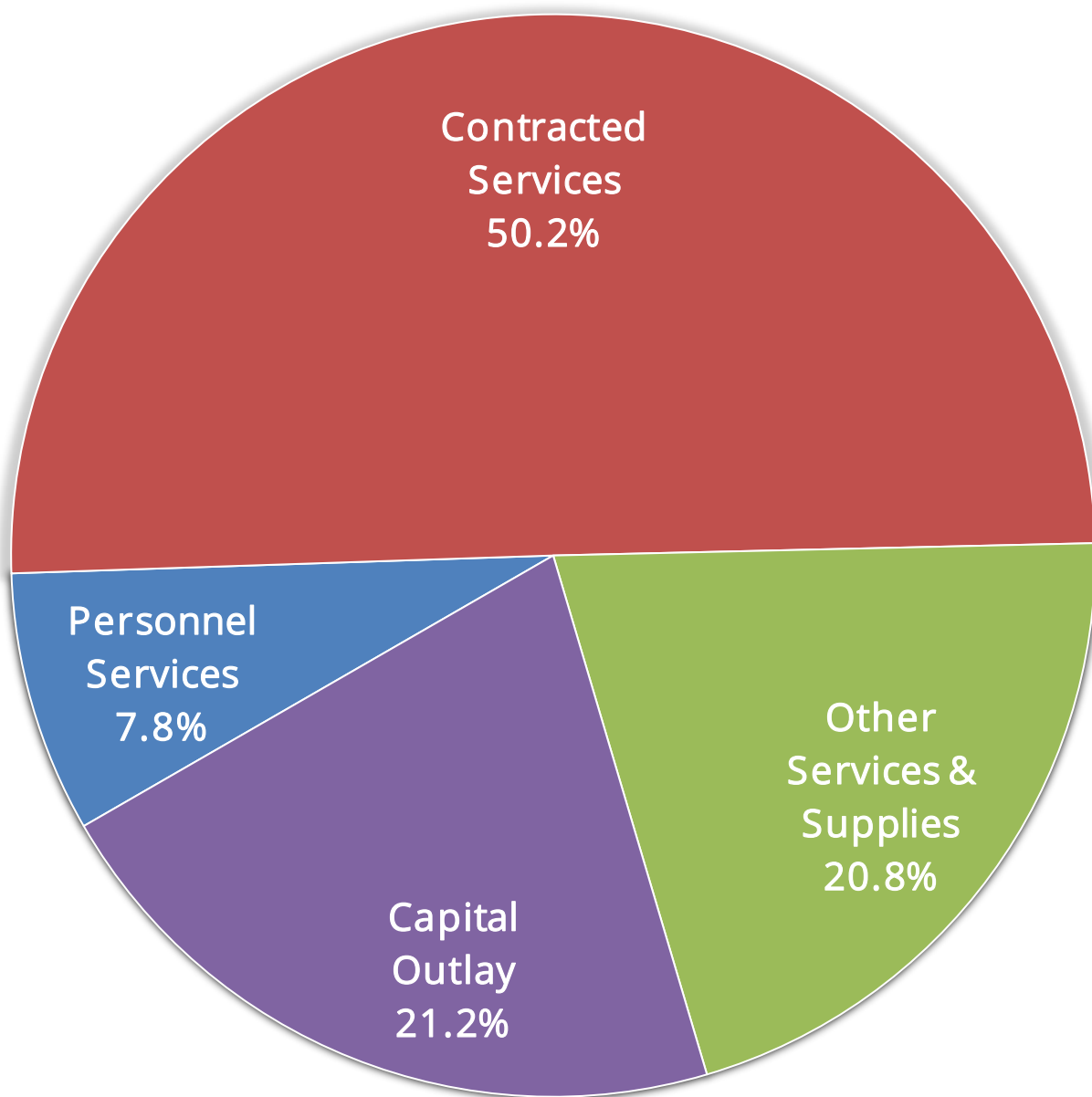
²Other Governmental Funds (Includes General Improvement Districts and CURA)

³Open Space and Conservation Trust Funds

⁴Includes Land Use Fund

⁵Net 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.

ALL FUNDS 2018 EXPENDITURES BY CATEGORY



All Funds

2018 Summary of Expenditures by Category

	Personnel Services	Contracted Services	Other Services & Supplies	Capital Outlay	Total
Legislative					
Elected Officials	\$ 206,306	\$ -	\$ 220,605	\$ -	\$ 426,911
City Attorney's Office	-	970,000	-	-	970,000
City Clerk's Office	284,955	63,989	82,515	-	431,459
City Management					
City Manager's Office	1,639,358	250,000	209,025	-	2,098,383
Office of Technology & Innovation	898,936	1,272,500	251,200	-	2,422,636
Economic Development	-	95,000	76,700	-	171,700
Administrative					
Human Resources	360,485	10,000	307,000	-	677,485
Communications	690,501	-	403,000	-	1,093,501
Financial					
Finance	1,197,551	1,000,400	461,712	-	2,659,663
Nondepartmental	-	350,000	5,959,580	-	6,309,580
Central Services	-	-	484,078	-	484,078
Public Works					
Public Works	414,140	13,465,709	1,144,964	150,000	15,174,813
Facilities & Fleet	-	-	910,764	35,000	945,764
Capital Improvement ¹	-	-	905,000	15,315,000	16,220,000
General Improvement Districts ²	-	230,550	216,700	-	447,250
Public Safety					
Public Safety	-	23,054,114	-	-	23,054,114
Animal Services	-	669,850	-	-	669,850
Municipal Court	418,059	1,793,480	158,597	-	2,370,136
Community Development					
Community Development Administration ⁴	1,016,040	2,602,100	410,070	-	4,028,210
Code Compliance	-	474,350	20,000	-	494,350
Culture & Recreation					
Culture & Recreation ³	80,000	-	617,500	4,110,000	4,807,500
Urban Redevelopment					
Urban Redevelopment ²	-	-	6,346,651	-	6,346,651
TOTAL EXPENDITURES	\$ 7,206,331	\$ 46,302,042	\$ 19,185,661	\$ 19,610,000	\$ 92,304,034

¹Capital Improvement Fund

²Other Governmental Funds (Includes General Improvement Districts and CURA)

³Open Space and Conservation Trust Funds

⁴Includes Land Use Fund

*Excludes transfers out to other funds



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All Funds

2018 Functional Units by Fund

	General Fund	Capital Improvement Fund	Open Space Fund
REVENUES			
Taxes	\$ 59,441,936	\$ -	\$ -
Intergovernmental	6,826,374	-	2,720,300
Charges for Services	2,181,590	-	-
Franchise Fees	5,101,900	-	-
Investment Income	738,000	-	58,700
Other Grant & Miscellaneous	619,900	46,000	-
TOTAL REVENUES	\$ 74,909,700	\$ 46,000	\$ 2,779,000
EXPENDITURES			
Legislative	\$ 1,828,370	\$ -	\$ -
City Management	4,692,719	-	-
Administrative	1,770,986	-	-
Financial	9,453,321	-	-
Public Works	16,120,577	16,220,000	-
Public Safety	26,094,100	-	-
Community Development	1,030,838	-	-
Culture & Recreation	-	-	4,375,000
Urban Redevelopment	-	-	-
TOTAL EXPENDITURES	\$ 60,990,911	\$ 16,220,000	\$ 4,375,000
REVENUES OVER (UNDER) EXPENDITURES	\$ 13,918,789	\$ (16,174,000)	\$ (1,596,000)
OTHER FINANCING SOURCES (USES)			
Fund Transfers/Use of Fund Balance	-	15,900,000	-
Land Use Fund Transfers	-	-	-
Building Use Tax	(828,050)	-	-
General Fund Support	1,147,158	-	-
Capital Improvement Fund Transfers	(15,900,000)	-	-
TOTAL OTHER FINANCING SOURCES (USES)	\$ (15,580,892)	\$ 15,900,000	\$ -
NET CHANGE IN FUND BALANCE	\$ (1,662,103)	\$ (274,000)	\$ (1,596,000)
FUND BALANCE/NET ASSETS - BEGINNING OF YEAR	\$ 28,351,590	\$ 19,582,256	\$ 4,348,019
FUND BALANCE/NET ASSETS - END OF YEAR	\$ 26,689,487	\$ 19,308,256	\$ 2,752,019
PERCENTAGE CHANGE IN FUND BALANCE¹	-5.9%	-1.4%	-36.7%

Conservation Trust Fund	General Improvement District Funds	Centennial Urban Redevelopment Authority Fund	Land Use Fund	Total All Funds
\$ -	\$ 439,924	\$ 6,196,651	\$ -	\$ 66,078,511
537,000	-	-	-	10,083,674
-	-	-	3,810,830	5,992,420
-	-	-	-	5,101,900
18,000	8,476	-	-	823,176
-	-	150,000	-	815,900
\$ 555,000	\$ 448,400	\$ 6,346,651	\$ 3,810,830	\$ 88,895,581
\$ -	\$ -	\$ -	\$ -	1,828,370
-	-	-	-	4,692,719
-	-	-	-	1,770,986
-	-	-	-	9,453,321
-	447,250	-	-	32,787,827
-	-	-	-	26,094,100
-	-	-	3,491,722	4,522,560
432,500	-	-	-	4,807,500
-	-	6,346,651	-	6,346,651
\$ 432,500	\$ 447,250	\$ 6,346,651	\$ 3,491,722	\$ 92,304,034
\$ 122,500	\$ 1,150		\$ 319,108	\$ (3,408,453)
-	-	-	-	15,900,000
-	-	-	-	-
-	-	-	828,050	-
-	-	-	(1,147,158)	-
-	-	-	-	(15,900,000)
\$ -	\$ -	\$ -	\$ (319,108)	\$ -
\$ 122,500	\$ 1,150	\$ -	\$ -	\$ (3,408,453)
\$ 2,926,539	\$ 715,280	\$ 434,747	\$ -	\$ 56,358,431
\$ 3,049,039	\$ 716,430	\$ 434,747	\$ -	\$ 52,949,978
4.2%	0.2%	0.0%	N/A	-6.0%

All Funds

2016—2018 Funds Summary

	2016 Actual	2017 Adopted Budget	2017 Amended Budget	2018 Budget	2017 Adopted/ 2018 Budget % Chg
General Fund					
Beginning Fund Balance	\$ 36,546,233	\$ 36,663,436	\$ 36,653,743	\$ 28,351,590	-23%
Revenues	73,937,172	68,930,947	68,970,947	74,909,700	9%
Transfers-In from other Funds	1,894,070	612,909	593,139	1,147,158	87%
Total Sources	\$ 112,377,475	\$ 106,207,292	\$ 106,217,829	\$ 104,408,448	-2%
Expenditures	\$ 53,901,009	\$ 57,743,169	\$ 59,137,904	\$ 60,990,911	6%
Transfers-Out to other Funds	21,822,723	16,459,845	24,262,000	16,728,050	2%
Ending Fund Balance	36,653,743	32,004,278	22,817,925	26,689,487	-17%
Total Uses	\$ 112,377,475	\$ 106,207,292	\$ 106,217,829	\$ 104,408,448	-2%
Capital Improvement Fund					
Beginning Fund Balance	\$ 31,965,847	\$ 29,905,404	\$ 29,905,399	\$ 19,582,256	-35%
Revenues	2,016,078	44,000	955,870	46,000	5%
Transfers-In from other Funds	20,824,530	16,047,845	23,850,000	15,900,000	-1%
Total Sources	\$ 54,806,455	\$ 45,997,249	\$ 54,711,269	\$ 35,528,256	-23%
Expenditures	\$ 24,901,056	\$ 16,451,000	\$ 35,129,013	\$ 16,220,000	-1%
Ending Fund Balance*	29,905,399	29,546,249	19,582,256	19,308,256	-35%
Total Uses	\$ 54,806,455	\$ 45,997,249	\$ 54,711,269	\$ 35,528,256	-23%
Land Use Fund					
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	N/A
Revenues	4,144,783	3,113,000	3,113,000	3,810,830	22%
Transfers-In from other Funds	971,439	412,000	412,000	828,050	101%
Total Sources	\$ 5,116,222	\$ 3,525,000	\$ 3,525,000	\$ 4,638,880	32%
Expenditures	\$ 3,222,151	\$ 2,912,091	\$ 2,931,861	\$ 3,491,722	20%
Transfers-Out to other Funds	1,894,071	612,909	593,139	1,147,158	87%
Ending Fund Balance	-	-	-	-	N/A
Total Uses	\$ 5,116,222	\$ 3,525,000	\$ 3,525,000	\$ 4,638,880	32%
Open Space Fund					
Beginning Fund Balance	\$ 5,666,018	\$ 6,942,701	\$ 6,942,701	\$ 4,348,019	-37%
Revenues	2,663,017	2,609,000	2,609,000	2,779,000	7%
Transfers-In from other Funds	26,754	-	-	-	N/A
Total Sources	\$ 8,355,789	\$ 9,551,701	\$ 9,551,701	\$ 7,127,019	-25%
Expenditures	\$ 1,413,088	\$ 1,620,000	\$ 5,434,614	\$ 4,375,000	170%
Ending Fund Balance	6,942,701	7,931,701	4,117,087	2,752,019	-65%
Total Uses	\$ 8,355,789	\$ 9,551,701	\$ 9,551,701	\$ 7,127,019	-25%
Conservation Trust Fund					
Beginning Fund Balance	\$ 2,304,852	\$ 2,697,019	\$ 2,697,019	\$ 2,926,539	9%
Revenues	647,934	541,816	541,816	555,000	2%
Total Sources	\$ 2,952,786	\$ 3,238,835	\$ 3,238,835	\$ 3,481,539	7%
Expenditures	\$ 255,767	\$ 302,500	\$ 312,296	\$ 432,500	43%
Ending Fund Balance	2,697,019	2,936,335	2,926,539	3,049,039	4%
Total Uses	\$ 2,952,786	\$ 3,238,835	\$ 3,238,835	\$ 3,481,539	7%

*The Capital Improvement Fund ending fund balance includes Committed Funds for Undergrounding purposes.

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget % Chg
Antelope General Improvement District					
Beginning Fund Balance	\$ 48,714	\$ 91,383	\$ 91,383	\$ 105,962	16%
Revenues	302,902	221,065	221,065	231,000	4%
Total Sources	\$ 351,616	\$ 312,448	\$ 312,448	\$ 336,962	8%
Expenditures	\$ 260,233	\$ 206,486	\$ 206,486	\$ 192,550	-7%
Ending Fund Balance	91,383	105,962	105,962	144,412	36%
Total Uses	\$ 351,616	\$ 312,448	\$ 312,448	\$ 336,962	8%
Cherry Park General Improvement District					
Beginning Fund Balance	\$ 189,690	\$ 102,077	\$ 93,033	\$ -	-100%
Revenues	53,273	52,079	52,079	58,200	12%
Total Sources	\$ 242,963	\$ 154,156	\$ 145,112	\$ 58,200	-62%
Expenditures	\$ 149,930	\$ 154,156	\$ 145,112	\$ 43,810	-72%
Ending Fund Balance	93,033	-	-	14,390	N/A
Total Uses	\$ 242,963	\$ 154,156	\$ 145,112	\$ 58,200	-62%
Foxridge General Improvement District					
Beginning Fund Balance	\$ 197,512	\$ 211,432	\$ 211,432	\$ 160,700	-24%
Revenues	60,078	58,558	58,558	68,500	17%
Total Sources	\$ 257,590	\$ 269,990	\$ 269,990	\$ 229,200	-15%
Expenditures	\$ 46,158	\$ 109,290	\$ 109,290	\$ 135,590	24%
Ending Fund Balance	211,432	160,700	160,700	93,610	-42%
Total Uses	\$ 257,590	\$ 269,990	\$ 269,990	\$ 229,200	-15%
Walnut Hills General Improvement District					
Beginning Fund Balance	\$ 510,675	\$ 501,925	\$ 501,925	\$ 448,618	-11%
Revenues	81,447	78,471	78,471	90,700	16%
Total Sources	\$ 592,122	\$ 580,396	\$ 580,396	\$ 539,318	-7%
Expenditures	\$ 90,197	\$ 131,778	\$ 131,778	\$ 75,300	-43%
Ending Fund Balance	501,925	448,618	448,618	464,018	3%
Total Uses	\$ 592,122	\$ 580,396	\$ 580,396	\$ 539,318	-7%
Centennial Urban Redevelopment Authority Fund					
Beginning Fund Balance	\$ 434,747	\$ 434,747	\$ 434,747	\$ 434,747	0%
Revenues	5,996,585	6,521,508	6,521,508	6,346,651	-3%
Total Sources	\$ 6,431,332	\$ 6,956,255	\$ 6,956,255	\$ 6,781,398	-3%
Expenditures	\$ 5,996,585	\$ 6,521,508	\$ 6,521,508	\$ 6,346,651	-3%
Ending Fund Balance	434,747	434,747	434,747	434,747	0%
Total Uses	\$ 6,431,332	\$ 6,956,255	\$ 6,956,255	\$ 6,781,398	-3%
Totals					
Beginning Fund Balance	\$ 77,864,288	\$ 77,550,124	\$ 77,531,382	\$ 56,358,431	-27%
Revenues	89,903,269	82,170,444	83,122,314	88,895,581	8%
Transfers-In from other Funds	23,716,793	17,072,754	24,855,139	17,875,208	5%
Total Sources	\$ 191,484,350	\$ 176,793,322	\$ 185,508,835	\$ 163,129,220	-8%
Expenditures	\$ 90,236,174	\$ 86,151,978	\$ 110,059,862	\$ 92,304,034	7%
Transfers-Out to other Funds	23,716,794	17,072,754	24,855,139	17,875,208	5%
Ending Fund Balance	77,531,382	73,568,590	50,593,834	52,949,978	-28%
Total Uses	\$ 191,484,350	\$ 176,793,322	\$ 185,508,835	\$ 163,129,220	-8%

All Funds

2016—2018 Funds Summary

Fund	2017 Adopted	2018 Budget	2017 Adopted/ \$ Difference	2018 Budget % Chg
General Fund				
Ending Fund Balance	\$ 32,004,278	\$ 26,689,487	\$ (5,314,791)	-17%
Decrease due to transfer of funds to the Capital Improvement Fund.				
Capital Improvement Fund				
Ending Fund Balance*	\$ 29,546,249	\$ 19,308,256	\$ (10,237,993)	-35%
Decrease due to high volume of ongoing and new projects.				
Land Use Fund				
Ending Fund Balance	\$ -	\$ -	\$ -	N/A
No change in fund balance.				
Open Space Fund				
Ending Fund Balance	\$ 7,931,701	\$ 2,752,019	\$ (5,179,682)	-65%
Decrease due to high volume of ongoing and new projects.				
Conservation Trust Fund				
Ending Fund Balance	\$ 2,936,335	\$ 3,049,039	\$ 112,704	4%
Increase due to higher revenues and lower volume of projects.				
Antelope General Improvement District				
Ending Fund Balance	\$ 105,962	\$ 144,412	\$ 38,450	36%
Expenditures for debt payments are lower in 2018.				
Cherry Park General Improvement District				
Ending Fund Balance	\$ -	\$ 14,390	\$ 14,390	N/A
Expenditures are lower in 2018 due to the completion of a 2017 fence project.				
Foxridge General Improvement District				
Ending Fund Balance	\$ 160,700	\$ 93,610	\$ (67,090)	-42%
The 2018 expenditures include additional funds for anticipated contracted costs.				
Walnut Hills General Improvement District				
Ending Fund Balance	\$ 448,618	\$ 464,018	\$ 15,400	3%
2018 fund balance is similar to 2017.				
Centennial Urban Redevelopment Authority				
Ending Fund Balance	\$ 434,747	\$ 434,747	\$ -	0%
No change in fund balance.				
Totals				
Ending Fund Balance	\$ 73,568,590	\$ 52,949,978	\$ (20,618,612)	-28%

*The Capital Improvement Fund ending fund balance includes Committed Funds for Undergrounding purposes.

STAFF RESOURCES

All City

Staff Resources Summary by Function

Department/Division	2016 Actual FTE	2017 Amended FTE	2018 Budget FTE	2017 Amended / 2018 Proposed Difference
General Fund				
Elected Officials	-	-	-	-
City Clerk's Office	3.50	3.50	3.50	-
City Manager's Office	10.50	10.50	14.50	-
Human Resources	2.00	2.00	2.00	-
Office of Technology and Innovation	9.00	12.00	11.00	-
Communications	6.50	6.50	7.00	-
Finance	12.50	12.50	12.50	-
Public Works ¹	3.50	3.50	3.50	-
Municipal Court	5.75	5.75	5.75	-
Community Development Administration	4.00	4.00	4.00	-
Land Use Fund				
Current Planning	6.00	6.00	6.00	-
TOTAL	63.25	66.25	69.75	-

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

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

All City Staff Resources Summary by Position

Department/Division	2016 Actual FTE	2017 Amended FTE	2018 Budget FTE	2017 Amended / 2018 Proposed Difference	Salary Range Low	Salary Range High	2018 Department
General Fund							
Mayor	-	-	-	-	\$ 16,008	\$ 16,008	Elected Officials
Mayor Pro Tem	-	-	-	-	13,008	13,008	Elected Officials
Council Members	-	-	-	-	12,000	12,000	Elected Officials
Elected Officials	-	-	-	-			
City Clerk's Office							
City Clerk	1.00	1.00	1.00	-	\$ 76,174	\$ 114,667	City Clerk's Office
Deputy City Clerk	1.00	1.00	1.00	-	44,800	65,800	City Clerk's Office
Passport Clerk	0.50	0.50	0.50	-	28,350	39,690	City Clerk's Office
Licensing/Records Clerk	1.00	1.00	1.00	-	31,185	46,778	City Clerk's Office
City Clerk's Office	3.50	3.50	3.50	-			
City Manager's Office							
City Manager	1.00	1.00	1.00	-	\$ 195,000	\$ 195,000	City Manager's Office
Deputy City Manager	1.00	1.00	1.00	-	112,512	168,768	City Manager's Office
Assistant City Manager	1.00	1.00	1.00	-	112,512	168,768	City Manager's Office
Director of Strategic Initiatives	-	-	1.00 ¹	1.00	97,836	156,538	City Manager's Office
Assistant to the City Manager	1.00	1.00	-	(1.00)	76,174	114,667	City Manager's Office
Senior Management Analyst	- ²	2.00 ³	2.00	-	60,187	90,100	City Manager's Office
Economic Development Manager	1.00	1.00	1.00	-	76,174	114,667	City Manager's Office
Economic Development Specialist	1.00	1.00	1.00	-	53,500	78,000	City Manager's Office
Management Analyst	3.00	1.00 ³	1.00	-	50,101	75,152	City Manager's Office
Executive Assistant	1.00	1.00	1.00	-	50,101	75,152	City Manager's Office
Innovation Team Data Analyst	-	-	2.00 ^{4,a}	2.00	50,101	75,152	City Manager's Office
Innovation Team Coordinator	-	-	1.00 ^{4,a}	1.00	47,500	69,646	City Manager's Office
Innovation UI/UX Designer	-	-	1.00 ^{4,a}	1.00	50,101	75,152	City Manager's Office
Administrative Assistant IV	0.50	0.50	0.50	-	39,900	59,850	City Manager's Office
City Manager's Office	10.50	10.50	14.50	4.00			
Office of Technology & Innovation							
Chief Innovation & Technology Officer	1.00	1.00	1.00	-	\$ 97,836	\$ 156,538	Office of Technology & Innovation
Innovation Team Manager	1.00	- ⁵	- ^{4,a}	-			
Innovation Team Data Analyst	1.00	2.00 ⁵	- ^{4,a}	(2.00)	50,101	75,152	City Manager's Office
Innovation Team Coordinator	1.00	1.00	- ^{4,a}	(1.00)	47,500	69,646	City Manager's Office
Innovation UI/UX Designer	1.00	1.00	- ^{4,a}	(1.00)	50,101	75,152	City Manager's Office
Business Analyst	1.00 ³	1.00	1.00	-	60,187	90,100	Office of Technology & Innovation
Information Technology Manager	1.00	1.00	1.00	-	67,710	101,565	Office of Technology & Innovation
Database Administrator	1.00 ⁶	1.00	1.00	-	76,174	114,667	Office of Technology & Innovation
Application Specialist	1.00 ⁶	1.00	1.00	-	60,187	90,100	Office of Technology & Innovation
System Administrator*	-	-	1.00	1.00	76,174	114,667	Office of Technology & Innovation
Network Engineer*	-	-	1.00	1.00	85,075	131,867	Office of Technology & Innovation
Service Technician*	-	-	1.00	1.00	60,187	83,907	Office of Technology & Innovation
GIS Supervisor	1.00	1.00	1.00	-	67,710	101,565	Office of Technology & Innovation
GIS Technician	1.00	1.00	1.00	-	39,900	59,850	Office of Technology & Innovation
GIS Analyst & Programmer	1.00	1.00	1.00	-	50,101	75,152	Office of Technology & Innovation
Office of Technology & Innovation	9.00	12.00	11.00	(1.00)			
Human Resources							
Human Resources Director	1.00	1.00	1.00	-	\$ 97,836	\$ 156,538	Human Resources
Human Resources Generalist	1.00	1.00	1.00	-	47,500	69,646	Human Resources

Staff Resources Summary by Position

Department/Division	2016 Actual FTE	2017 Amended FTE	2018 Budget FTE	2017 Amended / 2018 Proposed Difference	Salary Range Low	Salary Range High	2018 Department
General Fund							
Communications							
Communications Director	1.00	1.00	1.00	-	\$ 97,836	\$ 156,538	Communications
Public Information Manager	1.00	1.00	1.00	-	67,710	101,565	Communications
Digital Media Specialist II	⁷ 1.00	1.00	1.00	-	47,500	69,646	Communications
Customer Experience Manager	⁷ 1.00	1.00	1.00	-	50,101	75,152	Communications
Digital Media Strategist	⁷ 1.00	1.00	1.00	-	50,101	75,152	Communications
Youth and Senior Commission Coordinator	⁷ 0.50	0.50	1.00 ⁸	0.50	34,800	52,200	Communications
Communications Coordinator	⁷ 1.00	1.00	1.00	-	40,200	60,300	Communications
Communications	6.50	6.50	7.00	0.50			
Finance							
Finance Director	1.00	1.00	1.00	-	\$ 97,836	\$ 156,538	Finance
Deputy Finance Director	1.00	1.00	1.00	-	76,174	114,667	Finance
Revenue Manager	1.00	1.00	1.00	-	67,710	101,565	Finance
Purchasing Manager	1.00	1.00	1.00	-	55,938	83,907	Finance
Senior Accountant	2.00	1.00	1.00	-	55,938	83,907	Finance
Accountant	1.00	2.00	2.00	-	50,101	75,152	Finance
Financial Analyst	1.00	1.00	1.00	-	47,500	69,646	Finance
Finance Assistant	1.00	1.00	1.00	-	39,900	59,850	Finance
Accounting Technician	2.00	2.00	2.00	-	34,800	52,200	Finance
Payroll Specialist	0.50	0.50	0.50	-	39,900	59,850	Finance
Sales & Use Tax Compliance Technician II	⁷ 1.00	1.00	1.00	-	39,900	59,850	Finance
Finance	12.50	12.50	12.50	-			
Public Works							
Director of Public Works	1.00	1.00	1.00	-	\$ 97,836	\$ 156,538	Public Works
Engineer II	1.00	1.00	1.00	-	60,187	90,100	Public Works
Project Coordinator	1.00	- ⁹	-	-	47,500	69,646	Public Works
Project Manager	-	1.00 ⁹	1.00	-	55,938	83,907	Public Works
Administrative Assistant IV	0.50	0.50	0.50	-	39,900	59,850	Public Works
Public Works*	3.50	3.50	3.50	-			
Municipal Court							
Court Administrator	1.00	1.00	1.00	-	\$ 76,174	\$ 114,667	Municipal Court
Court Technology Clerk	1.00	1.00	1.00	-	39,900	59,850	Municipal Court
Judicial Assistant	1.00	1.00	1.00	-	34,800	52,200	Municipal Court
Deputy Court Clerk II	1.00	1.00	1.00	-	34,800	52,200	Municipal Court
Deputy Court Clerk I	1.75	1.75	1.75	-	31,185	46,778	Municipal Court
Municipal Court	5.75	5.75	5.75	-			
Community Development Administration							
Community Development Director	1.00	1.00	1.00	-	\$ 97,836	\$ 156,538	Community Development
Deputy Community Development Director	1.00	1.00	1.00	-	76,174	114,667	Community Development
Administrative/Project Coordinator	1.00	1.00	1.00	-	47,500	69,646	Community Development
Administrative Assistant IV	1.00	1.00	1.00	-	39,900	59,850	Community Development

All City Staff Resources Summary by Position

Department/Division	2016 Actual FTE	2017 Amended FTE	2018 Budget FTE	2017 Amended / 2018 Proposed Difference	Salary Range Low	Salary Range High	2018 Department
Land Use Fund							
Current Planning							
Principal Planner	1.00 ¹⁰	-	-	-			
Senior Planner	1.00 ¹⁰	1.00	1.00	-	60,187	90,100	Land Use Fund
Planner I	1.00	1.00	1.00	-	44,800	65,800	Land Use Fund
Planner II	1.00	2.00	2.00	-	53,500	78,000	Land Use Fund
Engineer I	1.00	1.00	1.00	-	53,500	78,000	Land Use Fund
Administrative Assistant III	1.00	1.00	1.00	-	34,800	52,200	Land Use Fund
Current Planning	6.00 ¹⁰	6.00	6.00	-			
TOTAL	63.25	66.25	-	69.75	3.50		

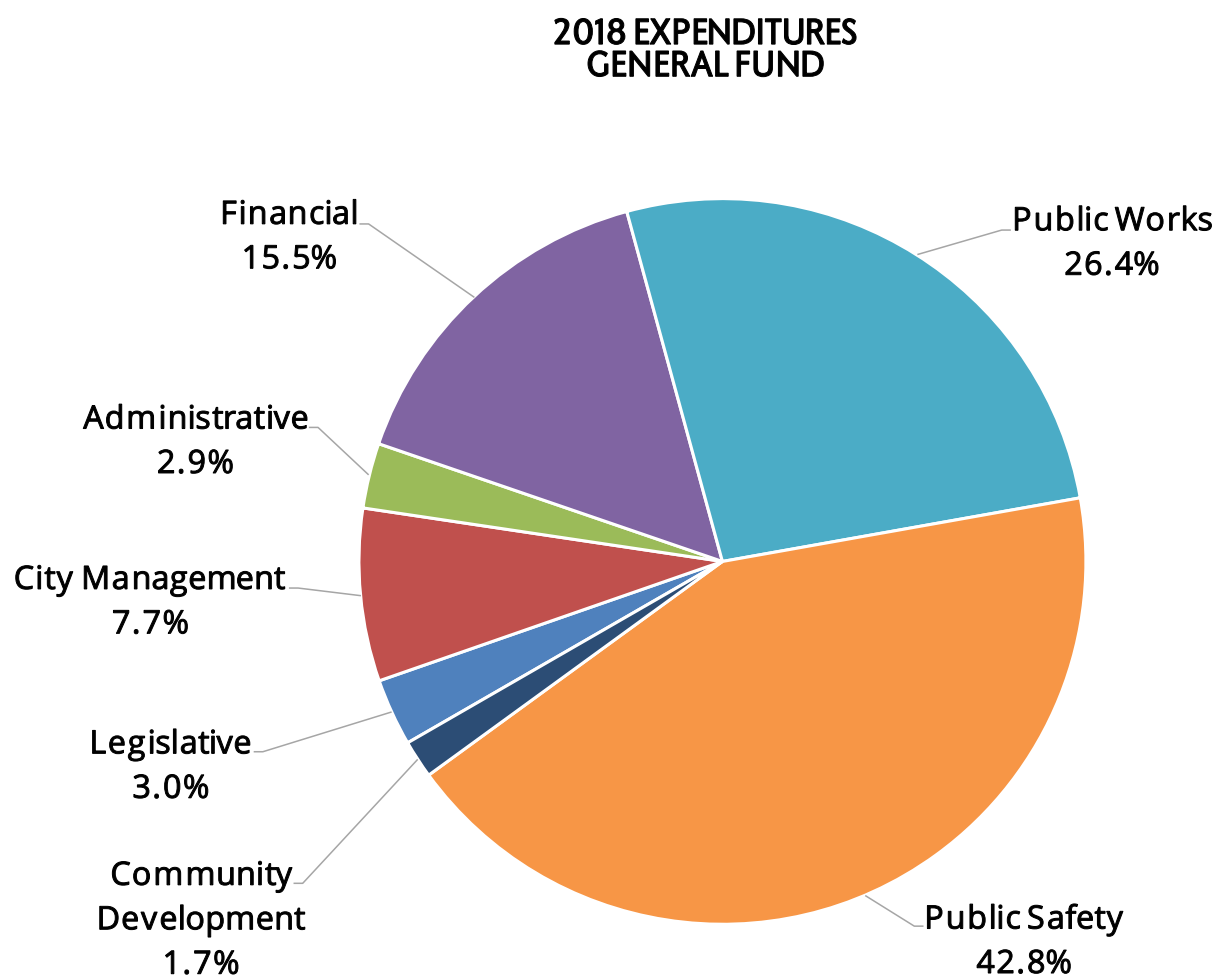
- 1-Assistant to the City Manager reclassified to Director of Strategic Initiatives.
- 2-Senior Management Analyst moved to Office of Technology & Innovation, reclassified to Business Analyst
- 3-Two Management Analyst positions reclassified to Senior Management Analyst
- 4-Innovation Team moved to City Manager's Office
- 5-Innovation Team Manager position reclassified to Innovation Team Data Analyst
- 6-Database Administrator and Application Support Administrator positions added per Council direction.
- 7-Position Titles changed.
- 8-Youth and Senior Commission Coordinator increased by 0.5 FTE to 1.0 FTE per Council direction.
- 9-Public Works Project Coordinator reclassified to Public Works Project Manager
- 10-Reorganization of Community Development and Land Use Fund. No net change to FTE positions.

GENERAL FUND



GENERAL FUND

The General Fund is the primary fund used by the City for which revenues and expenditures are not legally restricted for use. The General Fund is made up of 18 departments and divisions, both Staff and Contracted Services, and is the operating fund for all governmental activities.



General Fund

2016—2018 Summary of Revenues

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
REVENUES						
Sales Tax	\$ 38,770,237	\$ 36,882,110	\$ 36,882,110	\$ 39,498,460	\$ 2,616,350	7.1%
Business/Sales Tax License	103,981	64,457	64,457	104,000	39,543	61.3%
Building Materials Use Tax	3,923,583	1,648,000	1,648,000	3,312,200	1,664,200	101.0%
Property Tax	9,260,946	9,338,986	9,338,986	10,730,676	1,391,690	14.9%
Highway Users Tax Fund	5,406,009	5,744,485	5,744,485	5,411,644	(332,841)	-5.8%
Franchise Fees	5,027,299	4,868,662	4,868,662	5,101,900	233,238	4.8%
Specific Ownership Tax	729,834	663,850	663,850	707,100	43,250	6.5%
Motor Vehicle Registration Fees	570,982	550,838	550,838	528,100	(22,738)	-4.1%
Automobile Use Tax	5,185,531	4,819,750	4,819,750	5,193,500	373,750	7.8%
Cigarette Tax	272,652	270,219	270,219	258,100	(12,119)	-4.5%
Road and Bridge Shareback	606,907	625,114	625,114	628,530	3,416	0.5%
Right-of-Way Permit Fees	285,697	286,537	286,537	286,750	213	0.1%
Animal Services Fines and Fees	58,834	61,258	61,258	60,900	(358)	-0.6%
Court Fines	1,629,746	1,613,694	1,613,694	1,540,600	(73,094)	-4.5%
Investment Income	407,136	188,700	188,700	738,000	549,300	291.1%
Liquor Licensing Fees	41,955	40,150	40,150	40,400	250	0.6%
Leased Property Revenue	58,140	59,340	59,340	59,340		0.0%
Passports	74,912	72,991	72,991	89,600	16,609	22.8%
Building Rent Recovery	464,440	474,728	474,728	495,900	21,172	4.5%
Other Grant Revenue	445,422	554,578	554,578	-	(554,578)	-100.0%
Intergovernmental Revenue	34,134	-	-	-		-
Miscellaneous Revenue	578,795	102,500	142,500	124,000	21,500	21.0%
TOTAL REVENUES	\$ 73,937,172	\$ 68,930,947	\$ 68,970,947	\$ 74,909,700	\$ 5,978,753	8.7%

General Fund

2016—2018 Summary of Expenditures

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
EXPENDITURES						
Legislative						
Elected Officials	\$ 369,198	\$ 382,691	\$ 382,691	\$ 426,911	\$ 44,220	11.6%
City Attorney's Office	695,796	791,805	791,805	970,000	178,195	22.5%
City Clerk's Office	365,883	472,259	483,015	431,459	(40,800)	-8.6%
City Management						
City Manager's Office	1,458,273	1,350,144	1,394,143	2,098,383	748,239	55.4%
Office of Technology & Innovation	1,745,870	2,592,628	3,337,343	2,422,636	(169,992)	-6.6%
Economic Development	101,257	284,000	289,726	171,700	(112,300)	-39.5%
Administrative						
Human Resources	417,261	678,099	490,213	677,485	(614)	-0.1%
Communications	986,059	1,016,501	1,075,811	1,093,501	77,000	7.6%
Financial						
Finance	2,176,768	2,416,198	2,444,910	2,659,663	243,465	10.1%
Nondepartmental	5,681,794	5,324,217	5,324,217	6,309,580	985,363	18.5%
Central Services	269,628	530,754	530,754	484,078	(46,676)	-8.8%
Public Works						
Public Works	13,481,778	15,049,101	15,456,763	15,174,813	125,712	0.8%
Facilities & Fleet	702,944	811,231	869,396	945,764	134,533	16.6%
Public Safety						
Law Enforcement	21,571,009	22,132,560	22,132,560	23,054,114	921,554	4.2%
Animal Services	616,422	656,199	656,199	669,850	13,651	2.1%
Municipal Court	2,278,651	2,290,976	2,302,988	2,370,136	79,160	3.5%
Community Development						
Community Development Administration	532,464	479,189	690,753	536,488	57,299	12.0%
Code Compliance	449,954	484,617	484,617	494,350	9,733	2.0%
TOTAL EXPENDITURES	\$ 53,901,009	\$ 57,743,169	\$ 59,137,904	\$ 60,990,911	\$ 3,247,742	5.6%

REVENUES OVER (UNDER) EXPENDITURES	\$ 20,036,163	\$ 11,187,778	\$ 9,833,043	\$ 13,918,789	\$ 2,731,011	24.4%
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General Fund

2016—2018 Summary of Other Financing Sources (Uses)

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget	
					\$ Chg	% Chg
OTHER FINANCING SOURCES (USES)						
Open Space Fund Transfers	\$ (26,754)	\$ -	\$ -	\$ -	-	-
Land Use Fund Transfers						
Building Use Tax	(971,439)	(412,000)	(412,000)	(828,050)	(416,050)	101.0%
General Fund Support	1,894,070	612,909	752,639	1,147,158	534,249	87.2%
Capital Improvement Fund Transfers	(20,824,530)	(16,047,845)	(23,850,000)	(15,900,000)	147,845	-0.9%
TOTAL OTHER FINANCING SOURCES (USES)	\$ (19,928,653)	\$ (15,846,936)	\$ (23,509,361)	\$ (15,580,892)	\$ 147,845	0.9%
NET CHANGE IN						
FUND BALANCE	\$ 107,510	\$ (4,659,158)	\$ (13,676,318)	\$ (1,662,103)	\$ 2,997,055	64.3%
FUND BALANCE/NET ASSETS -						
BEGINNING OF YEAR	\$ 36,546,233	\$ 36,663,436	\$ 36,653,743	\$ 28,351,590	\$ (8,311,846)	-22.7%
FUND BALANCE/NET ASSETS -						
END OF YEAR	\$ 36,653,743	\$ 32,004,278	\$ 22,977,425	\$ 26,689,487	\$ (5,314,791)	-16.6%

General Fund

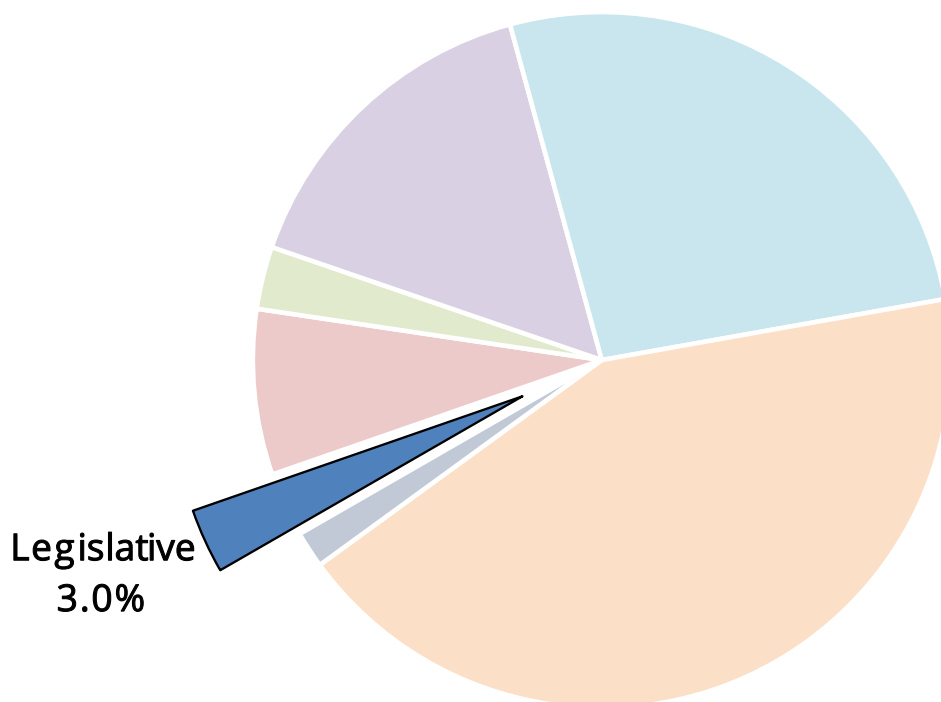
2016—2018 Reserves

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget
Restricted				
TABOR Emergency Reserves	\$ 1,620,256	\$ 1,592,520	\$ 1,363,848	\$ 1,779,864
Unassigned	35,033,487	30,411,758	21,613,577	24,909,623
TOTAL GENERAL FUND RESERVES	\$ 36,653,743	\$ 32,004,278	\$ 22,977,425	\$ 26,689,487

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.

2018 EXPENDITURES LEGISLATIVE



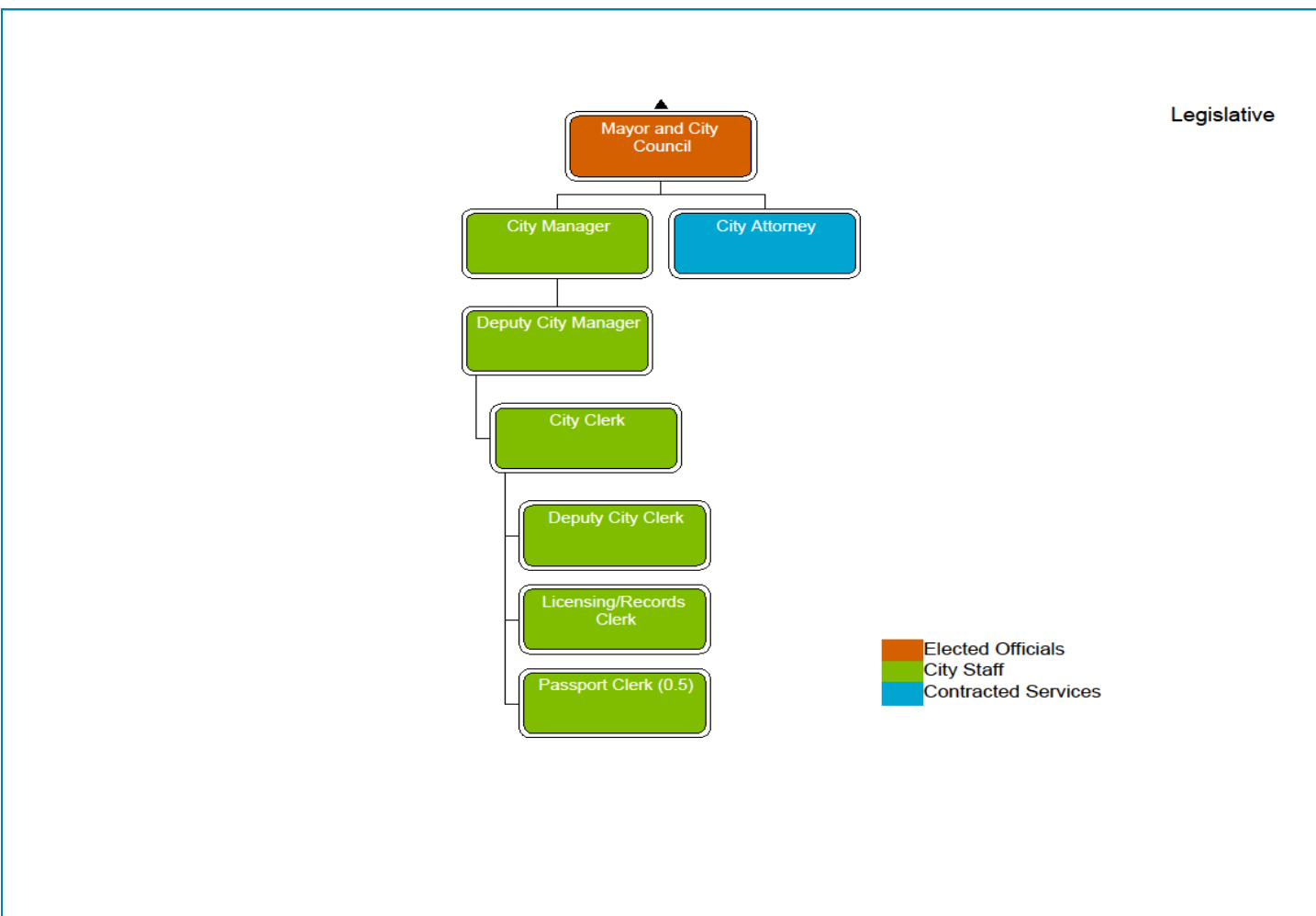
This graph illustrates the percentage of this function's expenditures to the operating budget of the General Fund.

Legislative

Total Budget Summary by Category

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Personnel Services	\$ 434,840	\$ 430,702	\$ 441,458	\$ 491,261	\$ 60,559	14.1%
Contracted Services	749,051	850,933	850,933	1,033,989	183,056	21.5%
Other Services & Supplies	246,986	365,120	365,120	303,120	(62,000)	-17.0%
TOTAL BUDGET	\$ 1,430,877	\$ 1,646,755	\$ 1,657,511	\$ 1,828,370	\$ 181,615	11.0%

Legislative Organizational Chart



Legislative Staff and Contracted Resources Summary

	2016 Actual FTE	2017 Amended FTE	2018 Budget FTE	2017 / 2018 Difference
City Clerk's Office	3.50	3.50	3.50	-
City Attorney's Office	5.25	5.25	5.35	0.10
TOTAL	8.75	8.75	8.85	0.10

ELECTED OFFICIALS

The Mayor and City Council constitute 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 visionary leadership for the community.

Elected Officials Budget Detail

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Personnel Services:						
Salaries and Wages	\$ 115,016	\$ 115,016	\$ 115,016	\$ 116,350	\$ 1,334	1.2%
Benefits	47,847	37,070	37,070	89,956	52,886	142.7%
Subtotal - Personnel Services	\$ 162,863	\$ 152,086	\$ 152,086	\$ 206,306	\$ 54,220	35.7%
Other Services & Supplies:						
City-wide Dues & Memberships	\$ 99,614	\$ 70,605	\$ 70,605	\$ 70,605	-	0.0%
Other City-wide Dues & Memberships	45,494	75,000	75,000	75,000	-	0.0%
Intergovernmental Affairs	-	15,000	15,000	-	(15,000)	-100.0%
Council Workshop Meetings	6,487	10,000	10,000	10,000	-	0.0%
Meetings/Training/Travel	29,997	30,000	30,000	30,000	-	0.0%
Community Sponsorships & Donations	6,750	15,000	15,000	20,000	5,000	133.3%
Miscellaneous	17,993	15,000	15,000	15,000	-	0.0%
Subtotal - Other Services & Supplies	\$ 206,335	\$ 230,605	\$ 230,605	\$ 220,605	\$ (10,000)	-4.8%
TOTAL BUDGET	\$ 369,198	\$ 382,691	\$ 382,691	\$ 426,911	\$ 44,220	11.6%

Budget Highlights - 2018 Budget

Intergovernmental Affairs has been removed from the 2018 Budget. This line item no longer requires funding.	\$ (15,000)
Community Sponsorships & Donations increased \$5,000 in the 2018 Budget due to a budget allocation error in the 2017 Adopted Budget.	\$ 5,000

Elected Officials

Budget Summary by Category

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Personnel Services	\$ 162,863	\$ 152,086	\$ 152,086	\$ 206,306	\$ 54,220	35.7%
Other Services & Supplies	206,335	230,605	230,605	220,605	(10,000)	-4.3%
TOTAL BUDGET	\$ 369,198	\$ 382,691	\$ 382,691	\$ 426,911	\$ 44,220	11.6%

PRIOR-YEAR ACCOMPLISHMENTS



CITY SERVICES

- Ensured accountability in the management and delivery of City services.
- Adhered to the original vision of the City while evaluating areas where needs are changing.
- Ensured an adequate level of improvements to infrastructure to sustain the City through 2030.
- Maintained the City in such a way that property values were protected.



COMMUNITY QUALITY
OF LIFE / CITIZEN
ENGAGEMENT

- 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.
- Provided, when feasible, recreation and engagement opportunities for seniors.
- Provided public meetings for citizens to engage with their government.
- Maintained membership on regional committees for transportation, aging services and economic development.



ECONOMIC HEALTH

- Maintained a disciplined approach to fiscal responsibility and a long-term view of development opportunities.
- Maintained diversification of revenue sources, both within the City and outside the City.
- Streamlined processes that meet business' relocation and growth needs.
- Promoted business growth in Centennial.
- Managed spending levels to ensure taxes and fees remained lower than those of surrounding municipalities to ensure the City attracts and retains customers and businesses.

GOALS AND OBJECTIVES



CITY SERVICES

- Ensure accountability in the management and delivery of City services. Respect the original vision while evolving areas where needs are changing.
- Ensure an adequate level of improvements to infrastructure to sustain the City through 2030.
- Maintain the City in such a way that property values were protected.



COMMUNITY QUALITY
OF LIFE / CITIZEN
ENGAGEMENT

- Provide, when feasible, outdoor recreation opportunities - parks, open spaces, lakes, bike trails, recreational facilities and playgrounds - to provide places to relax, play and enjoy family.
- Provide, when feasible, recreation and engagement opportunities for seniors.
- Provide public meetings for citizens to engage with their government.
- Maintain membership on regional committees for transportation, aging services and economic development.



ECONOMIC HEALTH

- Maintain a disciplined approach to fiscal responsibility and a long-term view of development opportunities.
- Develop innovative, diverse revenue generation sources, both inside and outside of Centennial.
- Streamline processes that meet business' relocation and growth needs.
- Promote business growth in Centennial.
- Manage a level of spending that keeps taxes and fees lower than those of surrounding municipalities to ensure the City attracts and retains customers and businesses.

CITY ATTORNEY'S OFFICE

The City Attorney's Office represents the City of Centennial in all legal matters affecting the municipal corporation. This representation includes day-to-day advice and counsel, defense of lawsuits filed against the City, and 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.

City Attorney's Office Budget Detail

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Contracted Services:						
Legal Services - General	\$ 676,119	\$ 711,699	\$ 711,699	\$ 720,000	\$ 8,301	1.2%
Legal Services - Outside Counsel	19,677	80,106	80,106	50,000	(30,106)	-37.6%
Legal Services - Special Projects	-	-	-	200,000	200,000	-
Subtotal - Contracted Services	\$ 695,796	\$ 791,805	\$ 791,805	\$ 970,000	\$ 178,195	22.5%
TOTAL BUDGET	\$ 695,796	\$ 791,805	\$ 791,805	\$ 970,000	\$ 178,195	22.5%

Budget Highlights - 2018 Budget

Legal Services - Outside Counsel decreased \$30,106 in the 2018 Budget. Reduction better reflects historical costs associated with this line item.	\$ (30,106)
Legal Services - Special Projects has been moved from Nondepartmental to the City Attorney's Office in the 2018 Budget. \$140,000 in prior budgeted funds has transferred from Nondepartmental. An additional \$60,000 in new funding has been added for a total of \$200,000 in 2018.	\$ 200,000

City Attorney's Office Budget Summary by Category

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Contracted Services	\$ 695,796	\$ 791,805	\$ 791,805	\$ 970,000	\$ 178,195	22.5%
TOTAL BUDGET	\$ 695,796	\$ 791,805	\$ 791,805	\$ 970,000	\$ 178,195	22.5%

PRIOR-YEAR ACCOMPLISHMENTS



CITY SERVICES

- 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 six (6) and twenty-seven (27) years of direct local government legal experience.
- Served as primary legal advisor to the City, 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.
- 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.
- Advised all City boards, commissions, and committees on legal issues to assist in their delivery of advice and recommendations to City Council.
- Continued periodic training of City Council, boards, commissions and staff on processes, ethics, and other municipal topics.



COMMUNITY QUALITY
OF LIFE / CITIZEN
ENGAGEMENT

- Directly assisted the City's Fiber Steering Sub-Committee in strategy development for future build out of city-wide communication systems.
- Assisted Council Asset Sub-Committee in finalizing development of process and policies to consider acceptance of medians and other right-of-way improvements for City ownership and maintenance.
- Served as active members of City teams assigned projects to advance numerous city projects and objectives.
- Successfully concluded actions for the condemnation of property and construction contracting for Arapahoe Road—Waco Street to Himalaya Way improvement project and finalizing project construction.
- Responded to more than 130 citizen inquiries concerning public issues such as pothole liability, and neighborhood conflicts, and municipal court processes.
- Actively participated in public presentations before citizens such as Centennial 101.



ECONOMIC HEALTH

- As a member of the City's Annexation Team, directly assisted in advancing plans for the strategic incorporations of commercial properties.
- Conducted training sessions for City staff and contractors.
- Worked with City staff and Colorado Municipal League in advancing statewide changes to sales tax code.
- Drafted and negotiated incentive agreements for new development opportunities which will generate new sales, use, and property taxes for the City.



ENVIRONMENT

- Continued City Attorney's Office staff initiative to decrease the use of non-recyclable materials including reduction in use of plastic bottles.
- Continued on-going efforts to transfer research files to electronic databases to reduce dependence on paper.
- 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.
- Upgraded equipment and software programs to enable attorney staff to perform work from home when appropriate.

GOALS AND OBJECTIVES



CITY SERVICES

- 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.
- Achieve at least 90 percent (90%) completion rate for meetings City staff requested deadlines for work orders.
- Retain existing highly qualified legal services staff.
- Manage legal staff education and availability to address demands for services and attendance of knowledgeable legal counsel at City meetings.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- Continue assistance of City staff in outreach and educational efforts for citizens, boards, commissions, committees, and homeowners associations.
- Provide legal assistance to all staff directly engaged in programming of citizens, such as park events, code compliance, etc.
- Continue representation of City of Centennial as elected executive board member of Colorado Municipal League



ECONOMIC HEALTH

- Continue on-going efforts to provide legal services at substantial savings to the City including dividing costs of legal research services among multiple clients where services are of a generalized nature which affect multiple clients.
- Continue active participation in Annexation Team in identifying strategic opportunities for City's economic and sustainable growth.
- 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 costs to the City.
- Continually consider alternatives and options to reduce legal services expense and effective use of outside legal counsel when advantageous and cost-effective.



ENVIRONMENT

- Prioritize projects which are intended to provide sustainable economic benefits including prompt processing of State and Federal grant applications and contracts.
- Continue efforts to digitize legal department client files and conserve paper.
- Continue City Attorney's Office efforts to decrease use of non-recyclable materials and paper.
- Continue City Attorney's Office program to reduce energy costs by limiting the lighting in offices and conference rooms that are not in use.

CITY CLERK'S OFFICE

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 City Clerk's 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 also issues all Massage Parlor and Pawnbroker licenses in the City and works with the Arapahoe County Sheriff's Office in enforcement of licensing concerns. 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. Assistance with ad hoc appointment committees for the various City boards and commissions is provided by this Office.

City Clerk's Office Budget Detail

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Personnel Services:						
Salaries and Wages	\$ 200,999	\$ 200,769	\$ 211,212	\$ 209,468	\$ 8,699	4.3%
Benefits	70,978	77,847	78,160	75,487	(2,360)	-3.0%
Subtotal - Personnel Services	\$ 271,977	\$ 278,616	\$ 289,372	\$ 284,955	\$ 6,339	2.3%
City Clerk						
Other Services & Supplies:						
Professional Services	\$ 8,650	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0.0%
Election Services	-	75,000	75,000	-	(75,000)	-100.0%
Commission/Board/ Authority Services	7,701	15,075	15,075	36,075	21,000	139.3%
Printing & Publishing	6,434	8,000	8,000	8,000	-	0.0%
Office Supplies	1,029	-	-	-	-	-
Records Storage	14,063	18,000	18,000	20,000	2,000	11.1%
Miscellaneous	491	2,940	2,940	2,940	-	0.0%
Subtotal - Other Services & Supplies	\$ 38,368	\$ 129,015	\$ 129,015	\$ 77,015	\$ (52,000)	-40.3%
Total City Clerk	\$ 38,368	\$ 129,015	\$ 129,015	\$ 77,015	\$ (52,000)	-40.3%
Liquor Licensing						
Contracted Services:						
Enforcement Services	\$ 47,645	\$ 47,645	\$ 47,645	\$ 52,506	\$ 4,861	10.2%
Prosecution Services	1,512	1,000	1,000	1,000	-	0.0%
Legal Services - General	4,098	10,483	10,483	10,483	-	0.0%
Subtotal - Contracted Services	\$ 53,255	\$ 59,128	\$ 59,128	\$ 63,989	\$ 4,861	8.2%
Other Services & Supplies:						
Printing & Publishing	\$ 95	\$ 700	\$ 700	\$ 700	\$ -	0.0%
Commission/Board/ Authority Services	2,188	4,000	4,000	4,000	-	0.0%
Miscellaneous	-	800	800	800	-	0.0%
Subtotal - Other Services & Supplies	\$ 2,283	\$ 5,500	\$ 5,500	\$ 5,500	\$ -	0.0%
Total Liquor Licensing	\$ 55,538	\$ 64,628	\$ 64,628	\$ 69,489	\$ 4,861	7.5%
TOTAL BUDGET	\$ 365,883	\$ 472,259	\$ 483,015	\$ 431,459	\$ (40,800)	-8.6%

City Clerk's Office Budget Highlights

Budget Highlights - 2018 Budget

Election Services decreased \$75,000 in the 2018 Budget. Municipal elections are held only in odd-numbered years.	\$ (75,000)
Commissions/Board/Authority Services increased \$21,000 in the 2018 Budget per approval of the addition of stipends for the Fiber Commission (Resolution 2016-R-80).	\$ 21,000

City Clerk's Office Budget Summary by Category

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Personnel Services	\$ 271,977	\$ 278,616	\$ 289,372	\$ 284,955	\$ 6,339	2.3%
Contracted Services	53,255	59,128	59,128	63,989	4,861	8.2%
Other Services & Supplies	40,651	134,515	134,515	82,515	(52,000)	-38.7%
TOTAL BUDGET	\$ 365,883	\$ 472,259	\$ 483,015	\$ 431,459	\$ (40,800)	-8.6%

 PERFORMANCE MEASUREMENT	2016 ACTUAL	2017 ESTIMATE	2018 PROJECTED
City Council Packets Prepared & Published Online	34	33	33
Resolutions Processed	85	80	60
Ordinances Processed	32	25	20
New Applications Processed	7	10	5
Renewals Processed	134	145	154
Hearings (Violation, Preliminary & Renewal)	3	3	5
Special Event Permits Processed	12	15	15
Passport Applications Processed	2560	2600	2700
Open Records Requests Processed	191	190	200
Massage Parlor Licenses Issued	2	0	0

PRIOR-YEAR ACCOMPLISHMENTS



CITY SERVICES

- Ongoing five-year project with the Building Division and Community Development to reduce the amount of off-site storage of paper records by scanning and making information available electronically for citizens to have better access.
- Worked closely with IT Department on City-wide taxonomy projects to classify all records and data in the City for easier retrieval of information by staff and citizens.
- Provided support to the Office of Technology and Innovation with planning and implementation of new City-wide systems, including conducting process mapping workshops.
- Provided training to all City staff on Records Management and Colorado Open Records Act.
- Worked closely with State Liquor Enforcement to conduct two (2) trainings for Sheriff Deputies on the Liquor Code and Enforcement issues.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- Received annual certification from the US Department of State to operate as a Passport Acceptance Agency and passed the annual inspection with exceptional customer service comments.
- Continued transition of paper records and data to electronic management for ease of access to citizens.
- Held a Candidate Information meeting in July to inform citizens intending on running for office of the processes and what to expect.



ECONOMIC HEALTH

- Continued training and assisting other City departments and contractors on expanding the use of electronic document storage solutions to decrease the use of off-site storage.
- Increased the number of available passport appointments to meet the need of citizens seeking passports.



ENVIRONMENT

- Continued to work on a five-year plan to reduce the use of paper and the use of electronic document management in all City departments.
- Continued to make more City records available online and respond to CORA requests via email to reduce the required trips by citizens to come to the Civic Center in person.

GOALS AND OBJECTIVES



CITY SERVICES

- Use City-wide taxonomy/classification of records for ease of information retrieval and the ability to add more documents to the City's website.
- Automate routing and signing of contracts to make the process more efficient and streamlined.
- Update Electronic Content Management system and Agenda Management system with more user-friendly features for staff and citizens to access.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- Continue to make more City records and data more available on the City's website for easier access.
- Re-evaluate times/days and change of availability of passport appointments to better meet the needs of citizens.
- Streamline and better coordinate the Boards and Commission recruitment process to increase citizen engagement in serving on the City as Commissioners.



ECONOMIC HEALTH

- Update all liquor licensing applications and forms to conform with all new changes in the Colorado Liquor Code and to make all procedural information available to business owners to help with understanding the new laws.
- Increase passport appointments by training additional staff as Passport Acceptance agents.



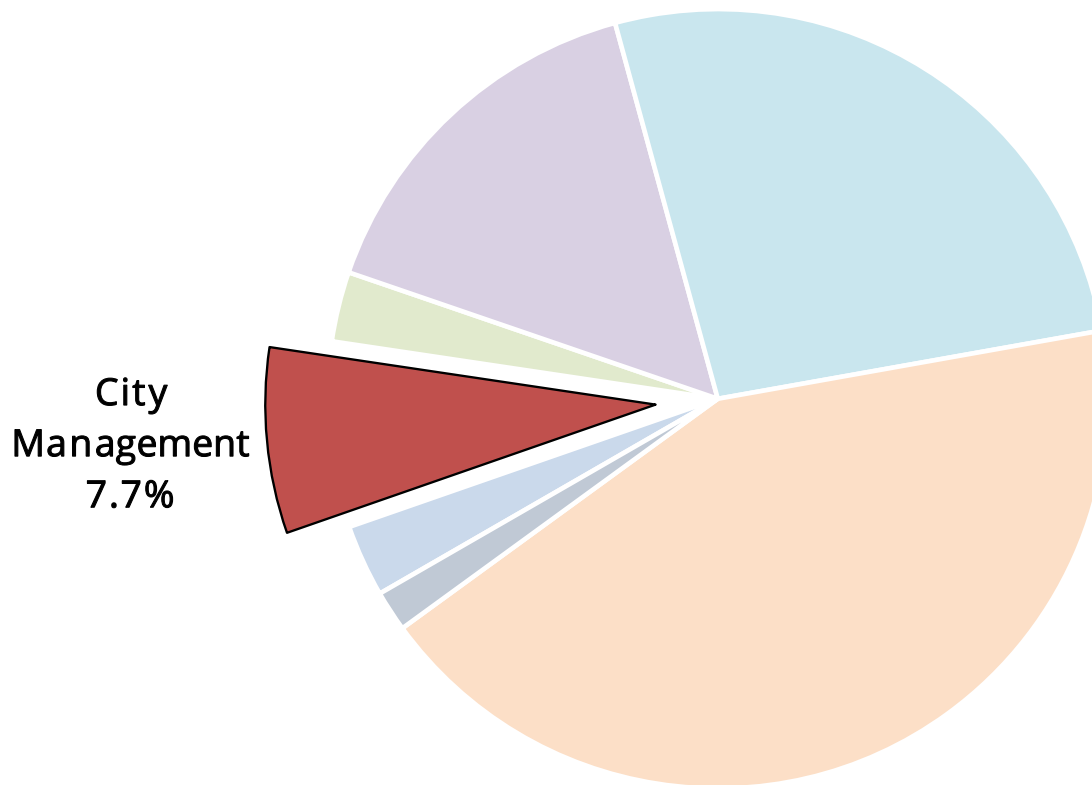
ENVIRONMENT

- Continue training and assisting with all City departments in reducing paper usage and the need for off-site document storage.
- Make more City records and information available on the City's website for ease of access and timely and convenient user experience.

CITY MANAGEMENT

The City Management function includes the City Manager's Office, the Office of Technology and Innovation and Economic Development. These 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.

2018 EXPENDITURES CITY MANAGEMENT

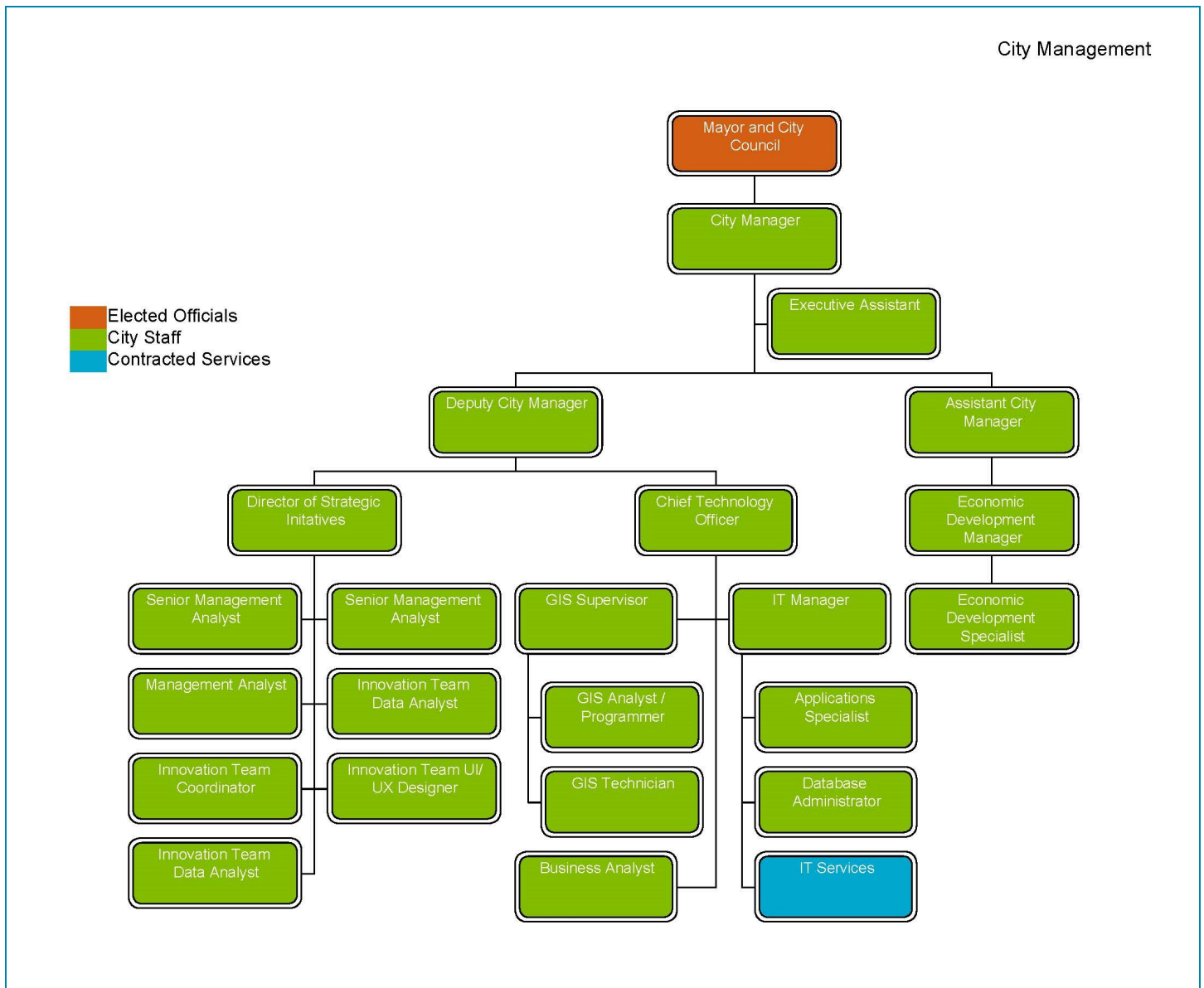


This graph illustrates the percentage of this function's expenditures to the operating budget of the General Fund.

City Management Total Budget Summary by Category

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Personnel Services	\$ 2,266,447	\$ 2,490,704	\$ 2,580,332	\$ 2,538,294	\$ 47,590	1.9%
Contracted Services	564,553	1,124,100	1,180,698	1,617,500	598,400	53.2%
Other Services & Supplies	474,400	611,968	1,260,182	536,925	(67,743)	-11.1%
TOTAL BUDGET	\$ 3,305,400	\$ 4,226,772	\$ 5,021,212	\$ 4,692,719	\$ 578,247	13.7%

City Management Organizational Chart



City Management Staff and Contracted Resources Summary

	2016 Actual FTE	2017 Amended FTE	2018 Budget FTE	2017 / 2018 Difference
City Manager's Office	10.50	10.50	10.50	-
Office of Technology and Innovation	9.00	12.00	12.00	-
Information Technology (Contracted)	2.15	2.25	3.50	1.25
TOTAL	21.65	24.75	26.00	1.25

CITY MANAGER'S OFFICE

The City Manager is the Chief Administrative Officer of the City of Centennial, appointed by City Council and is responsible for the execution of the policies, directives and legislative actions 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 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 and service contracts of personnel and departments that report to the City Manager.

City Manager's Office Budget Detail

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Personnel Services:						
Salaries and Wages	\$ 1,120,059	\$ 1,013,933	\$ 1,056,650	\$ 1,266,544	\$ 252,611	24.9%
Benefits	326,668	331,211	332,493	372,814	41,603	12.6%
Subtotal - Personnel Services	\$ 1,446,727	\$ 1,345,144	\$ 1,389,143	\$ 1,639,358	\$ 294,214	21.9%
Contracted Services:						
Project Specific	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000	-
Subtotal - Contracted Services	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000	-
Other Services & Supplies:						
Professional Services	\$ -	\$ -	\$ -	\$ 30,000	\$ 30,000	-
Centennial i-Team	-	-	-	174,025	174,025	-
Senior Commission Activities	4,370	-	-	-	-	-
Youth Commission Activities	5,667	-	-	-	-	-
Miscellaneous	1,509	5,000	5,000	5,000	-	0.0%
Subtotal - Other Services & Supplies	\$ 11,546	\$ 5,000	\$ 5,000	\$ 209,025	\$ 204,025	4080.5%
TOTAL BUDGET	\$ 1,458,273	\$ 1,350,144	\$ 1,394,143	\$ 2,098,383	\$ 748,239	55.4%

Budget Highlights - 2018 Budget

Project Specific increased \$250,000 in the 2018 Budget. Funds are intended for various special projects scheduled in 2018.	\$ 250,000
Professional Services increased \$30,000 for Strategic Planning in the 2018 Budget.	\$ 30,000
Centennial i-Team moved from the Office of Technology and Innovation to the City Manager's Office in the 2018 Budget.	\$ 471,132

City Manager's Office

Budget Summary by Category

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Personnel Services	\$ 1,446,727	\$ 1,345,144	\$ 1,389,143	\$ 1,639,358	\$ 294,214	21.9%
Contracted Services	-	-	-	250,000	250,000	-
Other Services & Supplies	11,546	5,000	5,000	209,025	204,025	4080.5%
TOTAL BUDGET	\$ 1,458,273	\$ 1,350,144	\$ 1,394,143	\$ 2,098,383	\$ 748,239	55.4%

PRIOR-YEAR ACCOMPLISHMENTS



CITY SERVICES

- Provided leadership to the organization through policy implementation and training.
- Analyzed and revised internal City processes resulting in streamlined services to businesses and contractors.
- Facilitated and supported multiple emergency management events and trainings in cooperation with the Sheriff's Office.
- Implemented practices and processes for improvements to the security of City buildings.
- **I-team** - Enhanced the City's reputation and collaborative reach by forming strategic regional partnerships with major public and private sector stakeholders, including CDOT, RTD, the Denver South Transportation Management Association, Mobility Choice/ Denver Metro Chamber of Commerce and others.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- Increased pedestrian accessibility through utilization of Community Development Block Grants.
- Expanded performance measurement program to include other service areas, increasing transparency.
- Worked with City Council to support electrical distribution undergrounding in several key areas.
- **I-team** - Partnered with the Senior Commission to launch the Mobility Ambassador Program (MAP) and train over 60 senior residents, thereby enhancing quality of life for residents in need of access to transportation and mobility solutions.



ECONOMIC HEALTH

- Continued supporting the City's Fiber Initiative, resulting in Council's dedication of funding for a City-owned, neutral, open-access, dark fiber network.
- **I-team** - Supported the City's efforts of decreasing traffic congestion by working with internal and external partners to ideate, design, plan and execute on two major transportation and mobility initiatives (MAP and GoCentennial).



ENVIRONMENT

- Worked with cross-departmental teams to revise internal processes to reduce use of paper internally.
- **I-team** - Launched the GoCentennial Pilot to test advanced technologies and a unique interface platform, thereby helping to tackle the First Mile/Last Mile problem.

GOALS AND OBJECTIVES



CITY SERVICES

- Analyze services, and when appropriate, contract services at all levels.
- Pursue grant opportunities to fund City programs and capital improvements.
- Examine internal processes to ensure compliance and legal protections for taxpayers, vendors, and departments.
- Continue to review and improve City emergency management functions.
- Further refine and enhance the communication of the City's performance measurement system.
- **I-team** - Building on the success of the GoCentennial platform, the i-team will continue to expand the City's regional reach and reputation and assist in other City goals by moving towards a strategic innovative vision based on Council input and direction.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- Participate in Council District Meetings to provide information and increase citizen engagement.
- Continue outreach and engagement as part of the City's Fiber Optic Initiative.
- **I-team** - By focusing on service delivery through an enhanced User Experience strategy, the i-team will help the City gain a better understanding of the needs of Centennial's residents, businesses, partners and other stakeholders



ECONOMIC HEALTH

- Continue to pursue efforts associated with the passage of ballot question 2G and the City's use of its Fiber Optic infrastructure.



ENVIRONMENT

- Continue efforts to cost-effectively promote environmentally sustainable solutions to City practices.

OFFICE OF TECHNOLOGY AND INNOVATION

The Office of Technology and Innovation (OTI) is a department comprised of Information Technology, GIS and Data Analytics. OTI supports the current and future technology needs, mapping needs, data needs and pursuing innovative initiatives to enhance City operations and further the vision of the City. The Department is committed to providing the highest level of support and quality customer service, innovative in nature, which is responsive and adaptive to their customers' needs OTI roles and responsibilities include:

- Managing all duties assigned to the IT Help Desk so the day-to-day operations to support their ability to meet Key Performance Measures.
- Ensuring the City has properly maintained and well-functioning technology hardware. This includes desktops, laptops, phones, servers and all other computing devices.
- Supporting major and minor updates to software suites, and support operations in evaluating all software needs.
- Maintaining a current and accurate geospatial database that is a resource for residents, business owners, Council, Staff and contractors.
- Providing continual updates and enhancements to external and internal facing GIS maps.
- Providing constant analysis of new or enhanced services that meet ever-changing needs of residents, business owners and the internal operations of the City.

Office of Technology and Innovation

Budget Detail

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Personnel Services:						
Salaries and Wages	\$ 606,259	\$ 816,108	\$ 860,408	\$ 660,253	\$ (155,855)	-19.1%
Benefits	213,461	329,452	330,781	238,683	(90,769)	-27.6%
Subtotal - Personnel Services	\$ 819,720	\$ 1,145,560	\$ 1,191,189	\$ 898,936	\$ (246,624)	-21.5%
Information Technology:						
Contracted Services:						
IT Outsourcing Services	\$ 269,737	\$ 485,800	\$ 485,800	\$ 914,000	\$ 428,200	88.1%
Financial System Services	65,948	70,000	70,000	73,500	3,500	5.0%
Software Licensing & Maintenance	91,057	149,300	149,300	225,000	75,700	50.7%
Project Specific	4,389	159,000	184,611	-	(159,000)	-100.0%
Subtotal - Contracted Services	\$ 431,131	\$ 864,100	\$ 889,711	\$ 1,212,500	\$ 348,400	40.3%
Other Services & Supplies:						
Internet Access Services	\$ 35,057	\$ 38,400	\$ 38,400	\$ 38,400	\$ -	0.0%
Equipment - Purchased	27,611	42,000	42,000	108,000	66,000	157.1%
Software Supplies	25,945	35,000	35,000	10,000	(25,000)	-71.4%
Computer Supplies	6,527	-	-	16,000	16,000	-
Telephone/Data - Local, T1, Circuits, Fax	18,792	18,000	18,000	18,000	-	0.0%
Telephone/Data - Alarm Lines	864	1,800	1,800	1,800	-	0.0%
Telephone - Cellular/Pagers	21,840	21,000	21,000	24,000	3,000	14.3%
Equipment - Rental, Repair, Maintenance	25,064	34,000	34,000	35,000	1,000	2.9%
Miscellaneous	2,544	9,000	9,000	-	(9,000)	-100.0%
Subtotal - Other Services & Supplies	\$ 164,244	\$ 199,200	\$ 199,200	\$ 251,200	\$ 52,000	26.1%
Total Information Technology	\$ 595,375	\$ 1,063,300	\$ 1,088,911	\$ 1,463,700	\$ 400,400	37.7%
GIS & Data Analytics						
Contracted Services:						
GIS Services	\$ 88,325	\$ 60,000	\$ 85,261	\$ 60,000	\$ -	0.0%
Subtotal - Contracted Services	\$ 88,325	\$ 60,000	\$ 85,261	\$ 60,000	\$ -	0.0%
Total GIS & Data Analytics	\$ 88,325	\$ 60,000	\$ 85,261	\$ 60,000	\$ -	0.0%
Innovation						
Contracted Services:						
Project Specific	\$ -	\$ -	\$ 264,098	\$ -	\$ -	-
Subtotal - Contracted Services	\$ -	\$ -	\$ 264,098	\$ -	\$ -	-
Other Services & Supplies:						
Professional Services	\$ 119,284	\$ -	\$ 384,116	\$ -	\$ -	-
Contracts & Consulting	42,345	176,618	176,618	-	(176,618)	-100.0%
Printing & Publishing	1,175	25,000	25,000	-	(25,000)	-100.0%
Software, Equipment	7,323	15,000	15,000	-	(15,000)	-100.0%
Meetings/Training/Travel	53,167	50,000	50,000	-	(50,000)	-100.0%
Office Rent	11,700	-	-	-	-	-
Office Supplies	2,570	7,150	7,150	-	(7,150)	-100.0%
Miscellaneous	4,886	50,000	50,000	-	(50,000)	-100.0%
Subtotal - Other Services & Supplies	\$ 242,450	\$ 323,768	\$ 707,884	\$ -	\$ (323,768)	-100.0%
Total Innovation	\$ 242,450	\$ 323,768	\$ 971,982	\$ -	\$ (323,768)	-100.0%
TOTAL BUDGET	\$ 1,745,870	\$ 2,592,628	\$ 3,337,343	\$ 2,422,636	\$ (169,992)	-6.6%

Office of Technology and Innovation


Budget Highlights

Budget Highlights - 2018 Budget	
IT Outsourcing Services increased \$428,200 in the 2018 Budget. Total funding of \$914,000 in 2018 will be used for contracted support through the City's managed service provider, contract increases through 2018 and IT security training for City staff and Council Members.	\$ 428,200
Software & Licensing Maintenance increased \$75,700 in the 2018 Budget. Total funding of \$225,000 in 2018 will be used for increased costs associated with IT equipment and service additions in 2018.	\$ 75,700
Project Specific decreased \$129,000 due to two half-time contract accountant positions in 2018 for the City's Financial ERP system. A transfer of funds for those positions from OTI to Finance. An additional \$30,000 in unneeded funding removed in 2018.	\$ (159,000)
Equipment increased \$66,000 in the 2018 Budget. Total funding of \$108,000 in 2018 will be used for replacement of IT servers and additional storage space for the City's storage area network device.	\$ 66,000
Software Supplies decreased \$25,000 in the 2018 Proposed Budget. Funds will be used for server maintenance.	\$ (25,000)
Computer Supplies increased \$16,000 in the 2018 Budget due to needed replacement of minor equipment in 2018.	\$ 16,000
The 2018 Budget reflects a transfer of \$471,132 in funding for the Centennial i-Team from the OTI budget into the City Manager's Office.	\$ (471,132)

Office of Technology and Innovation

Budget Summary by Category

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Personnel Services	\$ 819,720	\$ 1,145,560	\$ 1,191,189	\$ 898,936	\$ (246,624)	-21.5%
Contracted Services	519,456	924,100	974,972	1,272,500	348,400	37.7%
Other Services & Supplies	406,694	522,968	1,171,182	251,200	(271,768)	-52.0%
TOTAL BUDGET	\$ 1,745,870	\$ 2,592,628	\$ 3,337,343	\$ 2,422,636	\$ (169,992)	-6.6%

 PERFORMANCE MEASUREMENT	HISTORICAL AVERAGE	2017 ESTIMATE	2018 PROJECTED
Contract Compliance Rate (%)	100%	100%	100%
Resolution Time Compliance—Resolution of IT Issues per Time Standards (%)	95%	95%	95%
Server Patch Percentage—Needed Security Updates to City Servers (%)	98%	99%	98%
Server Uptime—Availability of City's Servers for Use (%)	98%	99%	99%

PRIOR-YEAR ACCOMPLISHMENTS



CITY SERVICES

- **GIS** - Expanded the licensing and access to information and visualization through an enterprise license. This allows for the department to better serve the rapid and advancing systems being brought into various City departments.
- **IT** - Completed the transition to a new agenda management and enterprise content management system (ECMS). The new system will improve residents' ability to find information and records on the City's website.
- **IT** - Upgraded network infrastructure, replacing EOL equipment (firewall, SAN, switches) resulting in an increase in throughput and faster performance of systems, quicker recovery in system failures and better protection of data from malicious cyber activity.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- **GIS** - Supported the Centennial Next Comprehensive Plan and the TRP Plan with data development, distribution, and customized mapping and analysis. These plans will contribute to a greater quality of life for the community.
- **IT** - Managed the project to implement a new land management, permit and code compliance system. The new system will go live in 2018 and will allow residents and business owners the ability to apply for a permit online as well as many other services.
- **IT** - Completed a fiber connection project with the City's Public Works partner to allow for faster data transmission between both networks, causing greater efficiency for Traffic Operations, Call Center and Public Works.



ECONOMIC HEALTH

- **IT** - Purchased blocks of IP addresses eliminating the need for updating IP addresses throughout the system after a change in service providers making the City more efficient.
- **GIS** - Supported Economic Development through development, analysis and delivery of GIS data to enhance annexation potential. This also included research and mapping for the Amazon H2Q bid. Open data has allow for various stakeholders to easily download City data without the need for a records request. This system allows user expectations to be met without the need to contact the City directly.
- **IT** - Supported improvements that have been made to the City's traffic signal infrastructure. The upgrades are part of a larger project to improve traffic throughout the City, and provide real time data to emergency responders.
- **IT** - Worked to renegotiate broadband service with the City's broadband providers to create a better service to its citizens thereby supporting the economic health of the City.



ENVIRONMENT

- **GIS** - Increased digital mapping to cut down on printing large maps as well as giving a map more life by offering direct links to help a customer have access to more data thereby decreasing the City's environmental footprint.
- **IT** - Expanded the electronic recycling program and reduced the amount of individual printers around the City thereby reducing the carbon footprint for the City as a whole.
- **IT & GIS** - Continued to support the ability for City operations to access information electronically and reduce the number of pages that must be printed on an annual basis.
- **IT** - Established a virtual server environment allowing physical servers to be decommissioned and recycled, reducing energy use.

GOALS AND OBJECTIVES



CITY SERVICES

- **IT** – Services will begin research for a public works system that will support the day-to-day operations of the Public Works department. The module will include work orders, asset management, right-of-way maintenance and many other features.
- **IT** – Services will partner with the Finance department to execute a contract for a new financial system. The goal is to execute the contract in the first quarter of 2018.
- **IT** – Services will continue to upgrade and enhance its service delivery model focusing on improved ways around managed services and service delivery thereby helping the City move towards its innovative city vision.
- **GIS** – Continue to enhance the quality of the City's data integrity and support a number of new systems currently in development.



COMMUNITY QUALITY
OF LIFE / CITIZEN
ENGAGEMENT

- **IT** – Services will work to expand the City's e-gov and e-service products saving employee time, increasing productivity and decreasing the time it takes to get back to a citizen, making the City more responsive.
- **IT** – The new land management, permitting and code compliance system will be live in the third quarter of 2018. The system will allow residents and business owners to apply for permits and inspections online, and give them the ability to receive updates on their application or request.
- **GIS** – Build upon the 3D mapping and data analytics in order to supply critical information to stakeholders both internally and externally to act upon current realities and predict future trends.



ECONOMIC HEALTH

- **GIS** – Increase automation of data by scripting updates to happen at a specific time so employee hours aren't used to collect data but rather analyze and use data to enhance the City decision support capabilities.
- **IT** – Building on expanding the City's e-gov and e-services products, IT services will work to increase the speed of service delivery with permitting and planning reviews, offering a 24/7 availability to tools online, thereby increasing staff time on other projects.
- **IT** and **GIS** will create and support an implementation service for fiber infrastructure by creating documents to maintain fiber optic assets thereby increasing the City's economic health.
- **IT** – The new land management, permitting and code compliance system will allow developers a more efficient way to do business in the City. This will enhance the City's ability to be business friendly.



ENVIRONMENT

- **GIS** will work to improve modeling maps and data sets to help improve community planning, thereby increasing the City's environmental health.
- **GIS** and **IT** will continue to support the ITS project, which will allow traffic to move more freely throughout the City, thereby reducing congestion.
- The Code Compliance and Building divisions will be able to share information in real time, which will ensure that development activity in the City is safe on the jobsite as well as the surrounding neighborhoods.
- **IT** will evaluate sustainability and equipment of the recycling programs to ensure the City is offering the best program to its citizens thereby increasing environmental health.

ECONOMIC DEVELOPMENT

The Economic Development Division's mission is to maintain and expand Centennial's vibrant economy through the retention of existing businesses and attraction of new enterprises including primary employers, small and medium sized businesses, retailers, service providers and entrepreneurs. Economic Development assists the development community in maintaining and creating high quality real estate within the City for residents, visitors, employers and employees, markets the community, and compiles economic data.

Economic Development Budget Detail

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Contracted Services:						
Project Specific	\$ 45,097	\$ 200,000	\$ 205,726	\$ 95,000	\$ (105,000)	-52.5%
Subtotal - Contracted Services	\$ 45,097	\$ 200,000	\$ 205,726	\$ 95,000	\$ (105,000)	-52.5%
Other Services & Supplies:						
Professional Services	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%
Printing & Publishing	-	10,000	10,000	5,000	(5,000)	-50.0%
Subscriptions	6,729	-	-	1,000	1,000	-
Meetings/Training/Travel & Business Development	15,111	29,000	29,000	25,700	(3,300)	-11.4%
Dues & Memberships	34,320	40,000	40,000	40,000	-	0.0%
Subtotal - Other Services & Supplies	\$ 56,160	\$ 84,000	\$ 84,000	\$ 76,700	\$ (7,300)	-8.7%
TOTAL BUDGET	\$ 101,257	\$ 284,000	\$ 289,726	\$ 171,700	\$ (112,300)	-39.5%


Budget Highlights - 2018 Budget

Project Specific decreased \$125,000 for one-time costs associated with annexation resources in 2017. In addition, this line item includes \$20,000 in new funding for two projects in 2018.	\$ (105,000)
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Economic Development

Budget Summary by Category

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Contracted Services	\$ 45,097	\$ 200,000	\$ 205,726	\$ 95,000	\$ (105,000)	-52.5%
Other Services & Supplies	56,160	84,000	84,000	76,700	(7,300)	-8.7%
TOTAL BUDGET	\$ 101,257	\$ 284,000	\$ 289,726	\$ 171,700	\$ (112,300)	-39.5%

 PERFORMANCE MEASUREMENT	HISTORICAL AVERAGE	2017 ESTIMATE	2018 PROJECTED
Total Number of New Qualified Opportunities	80	84	90
Number of Initial Business Retention/Expansion Interactions	40	123	50
Total Business Retention/Expansion Interactions	140	N/A	150
Number of New Business/Sales Tax Licenses Issued	360	462	390
Office Vacancy Rate (%)	15.3%	8.7%	7.7%
Retail Vacancy Rate (%)	6.1%	3.5%	4.5%
Industrial/Flex Vacancy Rate (%)	13.2%	11.1%	8.9%
Median Household Income	\$96,000	\$91,354	\$96,634
Total Employment Growth (%)	N/A	N/A	3.2%
Annual Net Taxable Sales Growth (%)	N/A	N/A	4.8%

PRIOR-YEAR ACCOMPLISHMENTS



CITY SERVICES

- Implemented 2017 Economic Development Strategic Work Plan with initiatives in the program areas of business attraction, retention and expansion, small business development, retail, real estate development, marketing, data collection and analysis.
- Expanded economic development services to small and medium-sized businesses, retail centers, and added additional marketing tools and data collection and analysis.
- Updated Economic Development webpages and additional City department webpages to improve customer experience.
- Developed mapping tools through a partnership with GIS to showcase development activity in Centennial.
- Participated in Centennial Next, the City's Comprehensive Plan.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- Began participation in Key Performance Measurement (KPM) program.
- Presented economic development updates at community meetings including Centennial 101 Leadership Academy and developed presentations to showcase economic activity in Centennial.
- Participated in numerous events and initiatives with Aurora Chamber of Commerce, South Metro Denver Chamber, Denver South Economic Development Partnership and Metro Denver Economic Development Corporation.
- Partnered with Communications and GIS to develop additional online, interactive marketing tools.
- Partnered with Community Development to facilitate high-quality development in Centennial.



ECONOMIC HEALTH

- Began implementing Retail Reinvestment strategies including retail recruitment outreach, existing shopping center reinvestment and key opportunity property development.
- Participated in deployment of Centennial FiberWorks.
- Began development of future economic development and community strategies designed to position Centennial as a model for smart suburban cities.



ENVIRONMENT

- Participated in development and deployment of public infrastructure investments designed to increase public transit use and walkability of the community.
- Sustainability goals included in Centennial NEXT, the City's Comprehensive Plan

GOALS AND OBJECTIVES



CITY SERVICES

- Implement 2018 Economic Development Strategy Work Plan with initiatives in the program areas of business attraction, retention and expansion, small business development, retail, real estate development, marketing, and data collection and analysis.
- Evaluate professional services agreements with consultants for on-call economic development services.
- Evaluate programs and tools to engage Centennial's business community in dialogue to guide policy decisions and program development.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- Begin implementation of Centennial NEXT and the NEXT Economy vision.
- Develop additional tools to showcase and market Centennial's businesses and industries.
- Participate in Centennial 101 Leadership Academy.
- Support connections to trails and neighborhoods for retail re-investments.



ECONOMIC HEALTH

- Implement Retail Re-investment strategy focusing on retail recruitment outreach, re-investment in existing shopping centers and development of key opportunity properties.
- Continue to provide input on implementation of Centennial FiberWorks and promote future business use of the City's fiber infrastructure.
- Evaluate annexation opportunities to facilitate short and long-term growth of Centennial
- Support implementation of smart cities strategies.



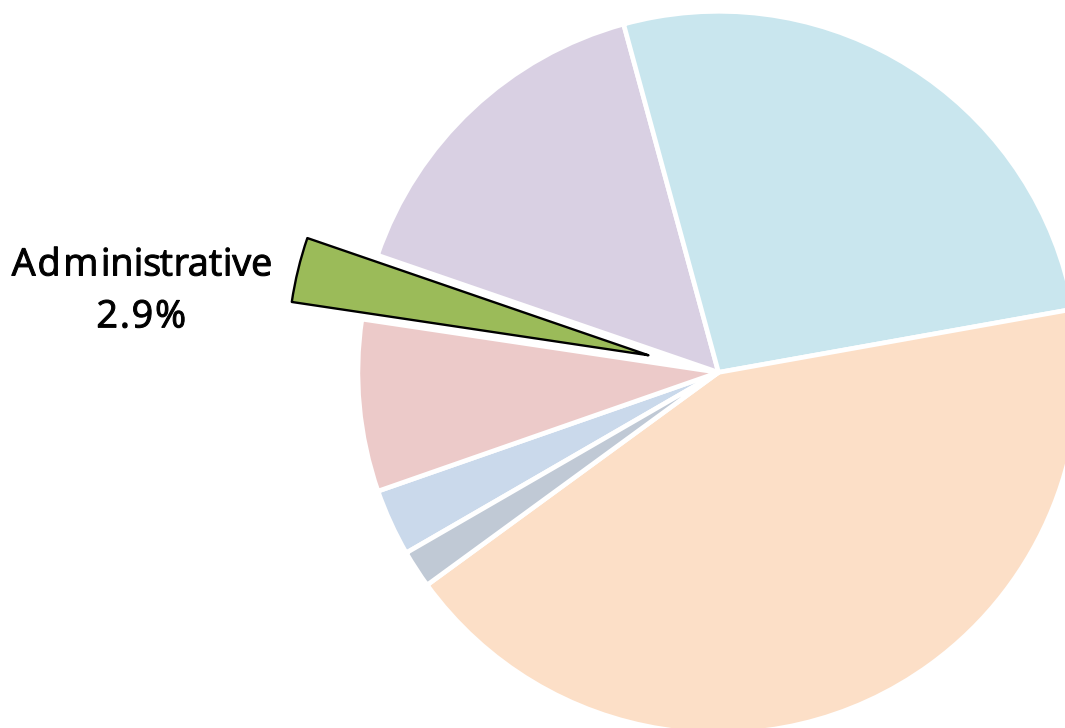
ENVIRONMENT

- Continue to explore opportunities with the business and development community to incorporate sustainable business and development practices.
- Collaborate with regional partners to implement bike and pedestrian improvements to connect Centennial internally and regionally.

ADMINISTRATIVE

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

2018 EXPENDITURES ADMINISTRATIVE



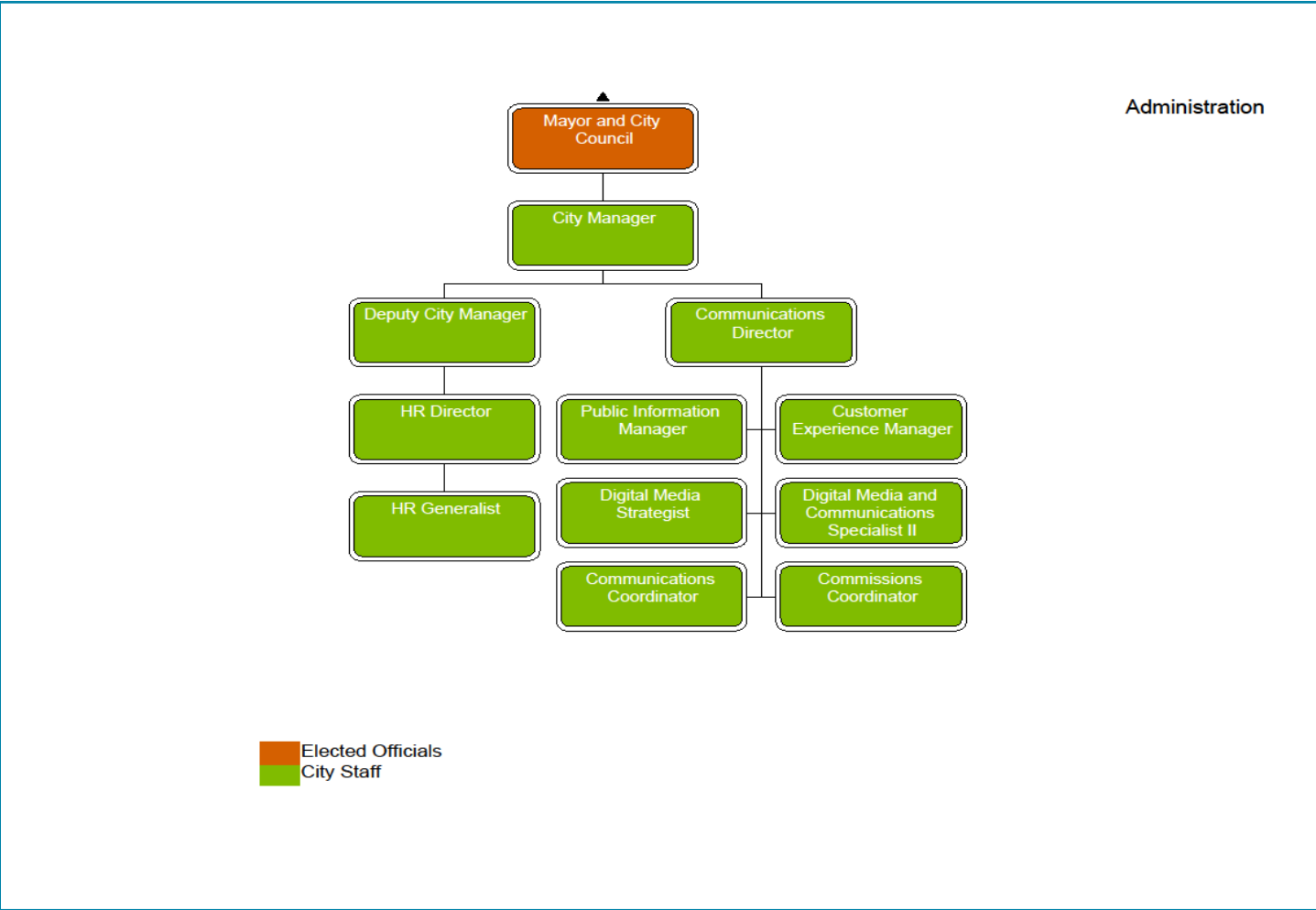
This graph illustrates the percentage of this function's expenditures to the operating budget of the General Fund.

Administrative Total Budget Summary by Category

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Personnel Services	\$ 866,362	\$ 977,346	\$ 1,006,441	\$ 1,050,986	\$ 73,640	7.5%
Contracted Services	139,500	10,000	10,000	10,000	-	0.0%
Other Services & Supplies	397,458	707,254	549,583	710,000	2,746	0.4%
TOTAL BUDGET	\$ 1,403,320	\$ 1,694,600	\$ 1,566,024	\$ 1,770,986	\$ 76,386	4.5%

Administrative

Organizational Chart



City Management

Staff and Contracted Resources Summary

	2016 Actual FTE	2017 Amended FTE	2018 Budget FTE	2017 / 2018 Difference
Human Resources	2.00	2.00	2.00	-
Communications	6.50	6.50	7.00	0.50
TOTAL	8.50	8.50	9.00	0.50

HUMAN RESOURCES

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 multiple personnel, staffing and other Human Resources related needs. By providing quality service to our internal customers, we empower employees so that they can accomplish their goals and objectives for City Council and the 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.


Human Resources Budget Detail

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Personnel Services:						
Salaries and Wages	\$ 201,745	\$ 186,700	\$ 196,200	\$ 194,750	\$ 8,050	4.3%
Benefits	59,114	64,274	64,559	58,614	(5,660)	-8.8%
Internship Services	-	107,121	107,121	107,121	-	0.0%
Subtotal - Personnel Services	\$ 260,859	\$ 358,095	\$ 367,880	\$ 360,485	\$ 2,390	0.7%
Contracted Services:						
Security Services	\$ 138,597	\$ -	\$ -	\$ -	-	-
Project Specific	903	10,000	10,000	10,000	-	0.0%
Subtotal - Contracted Services	\$ 139,500	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0.0%
Other Services & Supplies:						
Personnel Recruitment Services	\$ 8,663	\$ 8,000	\$ 8,000	\$ 8,000	\$ -	0.0%
Personnel Raise Pool	-	280,004	82,333	277,000	(3,004)	-1.1%
Tuition Reimbursement	8,110	21,000	21,000	21,000	-	0.0%
Miscellaneous	129	1,000	1,000	1,000	-	0.0%
Subtotal - Other Services & Supplies	\$ 16,902	\$ 310,004	\$ 112,333	\$ 307,000	\$ (3,004)	-1.0%
TOTAL BUDGET	\$ 417,261	\$ 678,099	\$ 490,213	\$ 677,485	\$ (614)	-0.1%

Human Resources

Budget Summary by Category

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget	
					\$ Chg	% Chg
Personnel Services	\$ 260,859	\$ 358,095	\$ 367,880	\$ 360,485	\$ 2,390	0.7%
Contracted Services	139,500	10,000	10,000	10,000	-	0.0%
Other Services & Supplies	16,902	310,004	112,333	307,000	(3,004)	-1.0%
TOTAL BUDGET	\$ 417,261	\$ 678,099	\$ 490,213	\$ 677,485	\$ (614)	-0.1%

 PERFORMANCE MEASUREMENT	2016 ACTUAL	2017 ESTIMATE	2018 PROJECTED
Percent of Voluntary Terminations (%)	2%	15%	5%
Percentage of Employee Performance Reviews Completed on Schedule (%)	100%	100%	100%
Percentage of Regular Employees Completing StrengthsFinder Assessment (%)	100%	100%	100%
Fill Posted Position Within 60 Business Days (%)	53%	72%	95%
Drive Participation in RetireSecure 1:1 Planning Meetings (%)	75%	75%	75%
Provide 15 Trainings/Educational Opportunities (%)	100%	100	100%
Percentage of Regular Employees Completing Introduction to Strengths Class (%)	100%	100%	100%

PRIOR-YEAR ACCOMPLISHMENTS



CITY SERVICES

- 2017 Gallup Great Workplace Award recipient.
- Continued incorporation of Strengths into the organization to foster strengths-based leadership and promote employee engagement resulting in an 80% engagement rate.
- Maintained a comprehensive annual focal performance review process to increase quality of manager/employee feedback discussions, goal and objective setting and developmental focus.
- Conducted a benefits survey to ensure that we are offering employee-favorable that meet their requirements
- Negotiated exceptionally favorable benefits renewal rates.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- Offered learning opportunities to staff and managers to enhance their capabilities, particularly around Strengths, Engagement and Transition Management, particularly in light of an extensive building remodel.
- Conducted a year four Employee Engagement Survey with outstanding results.
- Continued to partner with Communications to enhance internal communications, employee recognition and employee events.



ECONOMIC HEALTH

- Conducted annual salary and benefits benchmarking to ensure competitive pay and benefits programs.
- Continued an employee Benefits and Wellness Committee to inform decisions around benefits and foster wellness in and out of the workplace.
- Conducted external training on Strengths and Engagement at CML and Gallup and with the Alliance for Innovation to publicize the accomplishments around these Centennial programs.



ENVIRONMENT

- Continued to reduce dependence on paper copies in performance evaluations and other HR forms.
- Continued to partner with Communications to enhance intranet resources such as the Manager, Engagement, and Strengths portals.

GOALS AND OBJECTIVES



CITY SERVICES

- Continue efforts to truly embed Strengths and Engagement into our organizational culture, knowing that these, along with Well-Being, result in high performance, high levels of customer satisfaction, reduced staff turnover, and more innovation.
- Maintain a comprehensive annual focal performance review process to increase quality of manager/employee feedback discussions, goal and objective setting and developmental focus.
- Conduct a thorough benefits review to ensure that we are offering employee-favorable benefits at fair costs.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- Offer learning opportunities to staff and managers to enhance their capabilities, particularly around Strengths, Engagement and Transition Management, particularly in light of ongoing technology changes.
- Conduct a year four Employee Engagement Survey. Strive to achieve "best place to work" designation by the Denver Post and the Gallup Organization.
- Continue to partner with Communications to enhance internal communications, employee recognition and employee events.



ECONOMIC HEALTH

- Conduct annual salary and benefits benchmarking to ensure competitive pay and benefits programs.
- Expand Wellness to include the broader Well-Being construct of Purpose (Career), Financial, Social, Community and Physical to foster well-being in and out of the workplace and result in higher performance.
- Enhance employee on-boarding to continue to retain new hires and maintain a high level of first year engagement among employees with less than one year tenure.



ENVIRONMENT

- Continue to reduce dependence on paper copies of HR forms including benefits enrollment.
- Provide staff with robust self-service resources via the intranet such as the strengths portal, performance management tools and well-being.

COMMUNICATIONS

The Communications Department is responsible for communicating the City's policies, initiatives and activities to external and internal audiences. This is accomplished by working with the media, updating information on the City's website and social media, producing print and digital marketing materials, and providing opportunities for public input and survey feedback. The Communication Department also plans, executes, publicizes and produces community events such as activities in Centennial Center Park and the Centennial 101 Leadership Academy; as well as overseeing the activities of the City's Youth and Senior Commissions.

Communications Budget Detail

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Personnel Services:						
Salaries and Wages	\$ 468,877	\$ 470,269	\$ 489,017	\$ 518,200	\$ 47,931	10.2%
Benefits	136,626	148,982	149,544	172,301	23,319	15.7%
Subtotal - Personnel Services	\$ 605,503	\$ 619,251	\$ 638,561	\$ 690,501	\$ 71,250	11.5%
Other Services & Supplies:						
Community Activities	\$ 237,859	\$ 175,000	\$ 215,000	\$ 175,000	\$ -	0.0%
Printing & Marketing Materials	94,225	150,000	150,000	100,000	(50,000)	-33.3%
Digital Marketing	-	-	13,000	13,000		
Professional Services	34,030	30,000	30,000	75,000	45,000	150.0%
Centennial 101	4,884	15,250	15,250	8,000	(7,250)	-47.5%
Youth Commission Activities	-	6,000	6,000	6,000	-	0.0%
Senior Commission Activities	-	5,000	5,000	23,000	18,000	360.0%
Non-Capital Equipment	1,871	-	-	-		
Miscellaneous	7,687	16,000	3,000	3,000	(13,000)	-81.3%
Subtotal - Other Services & Supplies	\$ 380,556	\$ 397,250	\$ 437,250	\$ 403,000	\$ 5,750	1.4%
TOTAL BUDGET	\$ 986,059	\$ 1,016,501	\$ 1,075,811	\$ 1,093,501	\$ 77,000	7.6%


Budget Highlights - 2018 Budget

Printing & Marketing Materials decreased \$50,000 in the 2018 Budget due to reallocated costs from print to digital publications.	\$ (50,000)
Centennial 101 decreased \$7,250 in the 2018 Budget. This event will only be held once per year.	\$ (7,250)
Salaries and Wages & Benefits increased \$40,000 as a result of the approval to bring the Commissions Coordinator position (0.5 FTE) to full time (1.0 FTE) within the Communications department in 2018.	\$ 40,000
Senior Commissions Activities increased \$18,000 in the 2018 Budget. Funding will be used for senior commission pilot programs in 2018.	\$ 18,000
Professional Services increased \$45,000 in the 2018 Budget for costs associated with the City's website redesign initiative scheduled for 2018.	\$ 45,000

Communications

Budget Summary by Category

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Personnel Services	\$ 605,503	\$ 619,251	\$ 638,561	\$ 690,501	\$ 71,250	-
Other Services & Supplies	380,556	397,250	437,250	403,000	5,750	1.4%
TOTAL BUDGET	\$ 986,059	\$ 1,016,501	\$ 1,075,811	\$ 1,093,501	\$ 77,000	7.6%

 PERFORMANCE MEASUREMENT	2016 ACTUAL	2017 ESTIMATE	2018 PROJECTED
Number of Page Views on the City Website	805,359	805,700	806,000
Social Media Followers: Facebook	3,712	5,921	6,500
Social Media Followers: Twitter	1,249	1,628	1,700
Social Media Followers: Nextdoor	22,120	29,700	30,000
Number of Attendees: City Events	36,740	31,260	38,000
Number of Press Releases	105	70	100
Centennial Connection Newsletter	4 Issues	4 Issues	4 Issues
Total Electronic Reach (Social & E-News)	36,274	47,060	50,000
Number of Print Communications—VADs	186	160	160

PRIOR-YEAR ACCOMPLISHMENTS



CITY SERVICES

- Developed and distributed the Centennial Connection newsletter four (4) times annually. The redesigned format earned a national award from 3CMA (City-County Government Marketing Association).
- Continued to grow following and manage content of the City's website , e-newsletters, and social media channels.
- Sent news releases and worked with media to ensure citizens received information about City projects.
- Enhanced City branding through implementation of new logo and consistency of marketing materials and strategic messaging.
- Managed the City's Senior and Youth Commission activities.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- Conducted Centennial 101 Leadership Academy.
- Managed social media/online civic engagement communications tools.
- Implemented and managed community events at Centennial Center Park and increased sponsorships to offset costs. Centennial Center Park was voted "Best Live Venue" in the Colorado Community Media 2017 Readers Choice Awards.
- Provided public communication and outreach on major projects and regional activities.
- Conducted surveys and reported results on a variety of satisfaction, transactional, and issue-related topics.



ECONOMIC HEALTH

- Provided communications and support for groundbreakings and opening of City businesses.
- Assisted Economic Development in creating marketing materials.
- Developed and distributed the Business Monthly e-newsletter along side Economic Development.
- Reported on innovations and improvements that are of interest to the business and economic communities, such as i-Team milestones and accomplishments.
- Coordinated Annual State of the City event in partnership with the Centennial Rotary Club.
- Managed and maintained content for the Explore Centennial online business directory portal.



ENVIRONMENT

- Worked with SEMSWA to communicate floodplain and storm water information.
- Communicated information on developing environmental issues and regional threats.
- Maintained the "Clean and Green" section on the City's website.
- Promoted "Bike to Work Day" and worked with Arapahoe County to staff a break station at the event.
- Worked with various City departments to develop online forms, encouraging paper transactions.

GOALS AND OBJECTIVES



CITY SERVICES

- Develop and distribute the Centennial Connection newsletter.
- Continue to grow following and manage content of the City's website, e-newsletters and social media channels.
- Send news releases and work with media to inform and educate the public.
- Continue to work with City departments and contractors to provide outreach and project updates.
- Continue to manage the City's Youth and Senior Commissions, which includes oversight of twenty-two (22) commission members.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- Conduct Centennial 101 Leadership Academy.
- Manage social media and online civic engagement communications tools.
- Implement and manage special events at Centennial Center Park.
- Provide public communication and outreach on major projects and regional activities.
- Conducting citizen surveys on a variety of topics and oversee client experience projects.



ECONOMIC HEALTH

- Provide communications and support for groundbreakings and openings of City businesses.
- Assist Economic Development with marketing outreach efforts.
- Develop and distribute the Business Monthly e-newsletter alongside Economic Development.
- Coordinate Annual State of the City event in partnership with the Centennial Rotary Club.
- Manage and maintain content for the Explore Centennial online business directory portal.

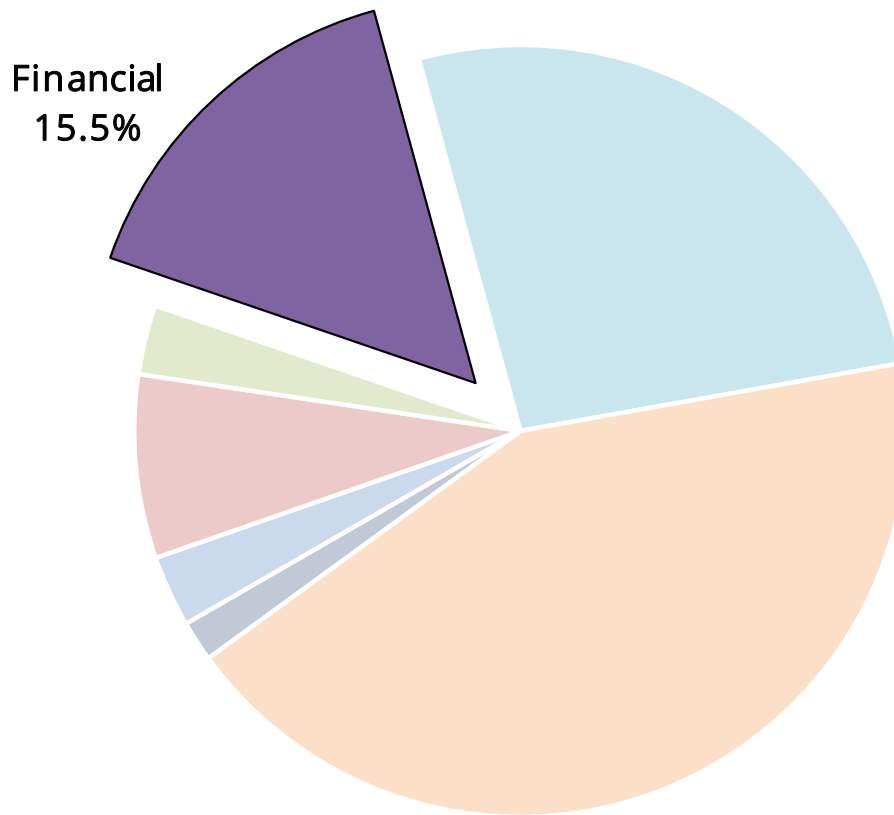


ENVIRONMENT

- Work with SEMSWA to communicate floodplain and storm water information.
- Communicate information on developing environmental issues and regional threats.
- Maintain the "Clean and Green" section on the City's website.
- Promote "Bike to Work Day".

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

2018 EXPENDITURES FINANCIAL



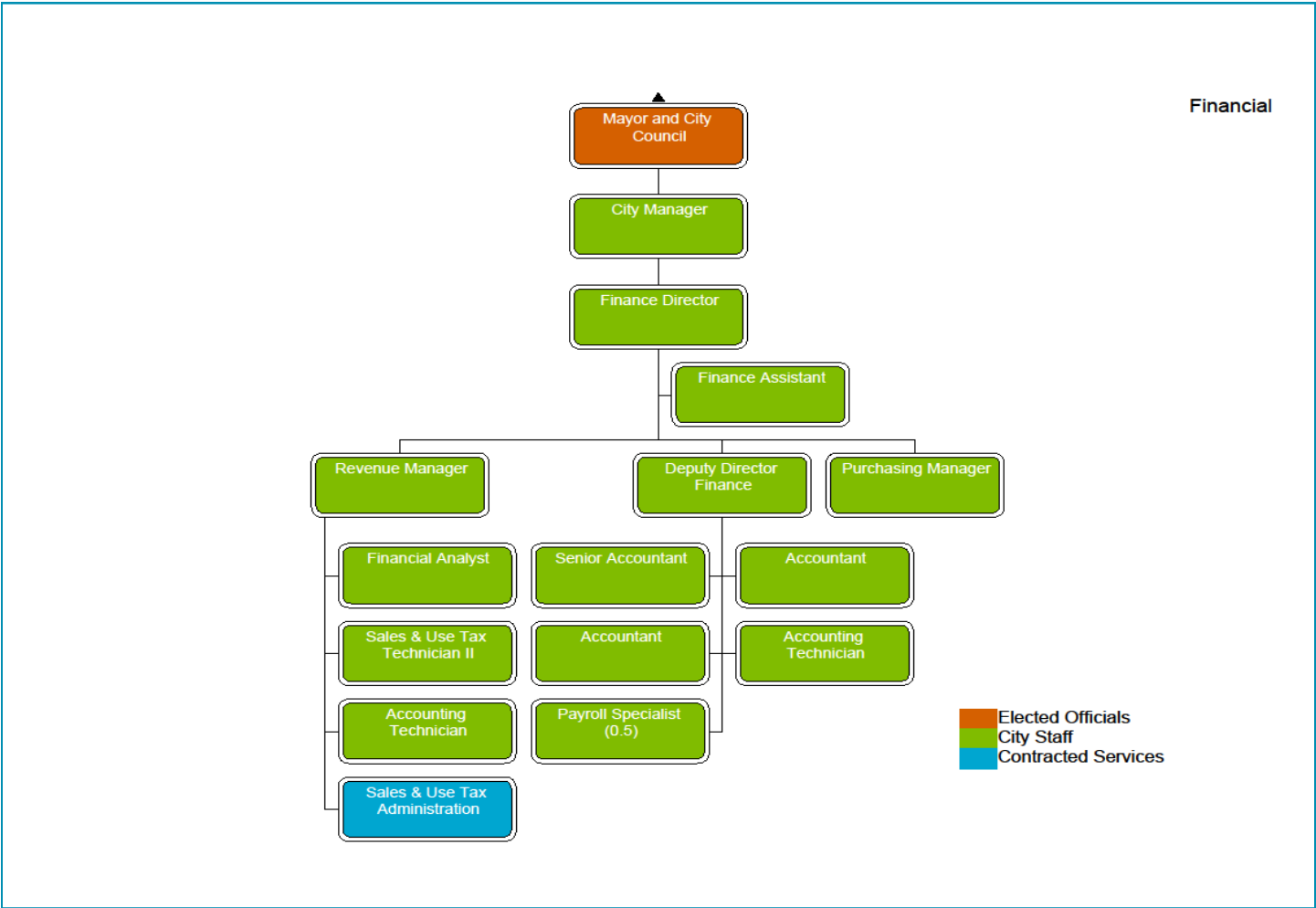
This graph illustrates the percentage of this function's expenditures to the operating budget of the General Fund.

Financial Total Budget Summary by Category

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Personnel Services	\$ 1,015,006	\$ 1,149,827	\$ 1,178,539	\$ 1,197,551	\$ 47,724	4.2%
Contracted Services	1,068,047	1,315,309	1,315,309	1,350,400	(69,909)	-5.3%
Other Services & Supplies	6,045,137	5,806,033	5,806,033	6,905,370	1,092,037	18.8%
TOTAL BUDGET	\$ 8,128,190	\$ 8,271,169	\$ 8,299,881	\$ 9,453,321	\$ 1,069,852	12.9%

Financial

Organizational Chart



Financial

Staff and Contracted Resources Summary

	2016 Actual FTE	2017 Amended FTE	2018 Budget FTE	2017 / 2018 Difference
Finance	12.50	12.50	12.50	-
Sales/Use Tax Administration - Contracted	2.00	2.00	2.00	-
TOTAL	14.50	14.50	14.50	-

FINANCE

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.

Finance Budget Detail

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget	
					\$ Chg	% Chg
Personnel Services:						
Salaries and Wages	\$ 778,602	\$ 883,007	\$ 910,883	\$ 883,339	\$ 332	0.0%
Benefits	236,404	266,820	267,656	314,212	47,392	17.8%
Subtotal - Personnel Services	\$ 1,015,006	\$ 1,149,827	\$ 1,178,539	\$ 1,197,551	\$ 47,724	4.2%
Contracted Services:						
Auditing Services - Sales Tax Program	\$ 253,443	\$ 260,000	\$ 260,000	\$ 260,000	\$ -	0.0%
Auditing Services	40,400	36,500	36,500	42,500	6,000	16.4%
Financial System Services	-	22,000	22,000	-	(22,000)	-100.0%
Sales Tax Collection / Processing Services	422,912	444,309	444,309	464,900	20,591	4.6%
Investment Advisory Services	18,692	18,000	18,000	26,500	8,500	47.2%
Payroll Processing	25,744	27,000	27,000	27,000	-	0.0%
Project Specific	-	17,500	17,500	179,500	162,000	925.7%
Subtotal - Contracted Services	\$ 761,191	\$ 825,309	\$ 825,309	\$ 1,000,400	\$ 175,091	21.2%
Other Services & Supplies:						
Professional Services	\$ 6,712	\$ -	\$ -	\$ 7,000	7,000	-
Bank/Merchant Processing	37,152	43,910	43,910	40,000	(3,910)	-8.9%
Property & Casualty Insurance Services	336,044	343,621	343,621	360,801	17,180	5.0%
Workers Compensation Insurance Services	9,163	8,531	8,531	8,961	430	5.0%
Risk Management Deductibles & Other	10,555	40,000	40,000	42,150	2,150	5.4%
Miscellaneous	945	5,000	5,000	2,800	(2,200)	-44.0%
Subtotal - Other Services & Supplies	\$ 400,571	\$ 441,062	\$ 441,062	\$ 461,712	\$ 20,650	4.7%
TOTAL BUDGET	\$ 2,176,768	\$ 2,416,198	\$ 2,444,910	\$ 2,659,663	\$ 243,465	10.1%

Finance


Budget Highlights

Budget Highlights - 2018 Budget	
Audit Services increased \$6,000 in the 2018 Budget. The City's current audit contract expires in 2017, additional funds provides budget for a new contract.	\$ 6,000
Auditing Services - Sales Tax Program is scheduled to increase \$20,591 in 2018 as required by the contract with the City's service provider.	\$ 20,591
Investment Services is scheduled to increase \$8,500 in 2018 due to the City's contract for services and 75% fixed investment portfolio growth, as approved by the Investment Committee.	\$ 8,500
Project Specific has increased \$162,000 in the 2018 Budget. This increase is primarily due to the addition of two contract accountant backfill positions in 2017 through 2018 for the City's implementation of a new finance software system. Funding for this line item transferred from OTI to Finance.	\$ 162,000

Finance

Budget Summary by Category

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Personnel Services	\$ 1,015,006	\$ 1,149,827	\$ 1,178,539	\$ 1,197,551	\$ 47,724	4.2%
Contracted Services	761,191	825,309	825,309	1,000,400	175,091	21.2%
Other Services & Supplies	400,571	441,062	441,062	461,712	20,650	4.7%
TOTAL BUDGET	\$ 2,176,768	\$ 2,416,198	\$ 2,444,910	\$ 2,659,663	\$ 243,465	10.1%

 PERFORMANCE MEASUREMENT	2016 ACTUAL	2017 ESTIMATE	2018 PROJECTED
GFOA — CAFR Award	Yes	Yes	Yes
GFOA — Distinguished Budget Awarded	Yes	Yes	Yes
Delinquent Sales Tax Accounts as a % of Total Sales Tax Licenses	12%	12%	12%
Sales/Use Tax Audits Completed	70	102	80
Number of Days Between End of Month and Distribution of Financial Reports	<45	<45	<45
Process Workers Compensation Claims Within One Business Day (%)	100%	100%	100%
Process Property/Casualty Claims Within One Business Day (%)	100%	100%	100%
Risk Management Training Hours per FTE	2 Hours	2 Hours	2 Hours

PRIOR-YEAR ACCOMPLISHMENTS



CITY SERVICES

- Increased online sales tax filings.
- Continually measured success of Sales Tax Program through Key Performance Measure efforts.
- Continued to engage the Audit, Budget, and Investment Committees in the annual reporting, planning, and budgeting processes.
- Continued reporting the City's Investment holdings on the City's website on a monthly basis.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- Responded in a timely fashion to questions from citizens and taxpayers concerning the taxability of items and requirements to be licensed.
- Continued to involve citizen members in each of the three finance committees with the City's annual financial report, budget, and investment policy.



ECONOMIC HEALTH

- Increased City investment income by an annual \$0.5 million due to improved cash management, investment oversight and an update to City Council's Investment Policy.
- Provided information on the City's revenue sources on the City's website.
- Increased licensing for out of City taxpayers.
- Improved monthly financial and analytical reports to City Council for improved budget oversight.
- Achieved the Governmental Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting and Distinguished Budget Presentation Award.



ENVIRONMENT

- Increased online sales tax filings to 51%.
- Provided all financial information, as appropriate, in electronic format on the City's website; maintained a minimum number of hard copies for distribution.
- Continued to disseminate all internal monthly departmental financial reports in electronic format.

GOALS AND OBJECTIVES



CITY SERVICES

- Provide research and analysis of City revenues that assist with the projection of revenues to be received in future budget years.
- Continue to engage the Audit, Budget, and Investment Committees in the annual reporting, planning, and budgeting processes.
- Continue reporting the City's Investment holdings on the City's website on a monthly basis for transparency purposes.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- Develop and publish general revenue and sales tax informational guides on topics determined to be helpful to citizens.
- Continue to involve citizen members in each of the three finance committees with the City's annual financial report, budget, and investment decisions.



ECONOMIC HEALTH

- Increase out of city sales tax licenses to 50% of total licenses.
- Review City revenues from out of city sources to determine accuracy of distributions.
- Prepare and provide monthly financial and analytical reports to City Council within 45 days after the close of each reporting period.
- Communicate key financial information to citizens by posting the Budget, Comprehensive Annual Financial Report, Monthly Financial Statements and Analysis, and Investment Holdings on the City's website.
- Achieve the Governmental Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting and Distinguished Budget Presentation Award.



ENVIRONMENT

- Continue current efforts to promote online filing of sales tax returns developing possible incentives.
- Identify other areas where email notifications can be utilized.
- Continue to provide all financial information, as appropriate, in electronic format on the City's website; maintained a minimum number of hard copies for distribution.
- Disseminate all internal monthly departmental financial reports in electronic format.

NONDEPARTMENTAL

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

Nondepartmental Budget Detail

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Contracted Services:						
Project Specific						
Grant Match Funds Contingency	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	0.0%
Annexation Services Contingency	3,787	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	-	100,000	100,000	100,000	-	0.0%
Legal Services - Special Projects	303,069	140,000	140,000	-	(140,000)	-100.0%
Professional Services	-	50,000	50,000	50,000	-	0.0%
Subtotal - Contracted Services	\$ 306,856	\$ 490,000	\$ 490,000	\$ 350,000	\$ (140,000)	-28.6%
Other Services & Supplies:						
Revenue Collection Services:						
County Vendor Fee	\$ 259,277	\$ 240,987	\$ 240,987	\$ 260,000	\$ 19,013	7.9%
County Treasurer's Fee	92,609	93,390	93,390	97,500	4,110	4.4%
Incentive Agreements	4,971,350	4,431,760	4,431,760	5,534,000	1,102,240	24.9%
Leasing Services - Additional Space	-	2,800	2,800	2,800	-	0.0%
Leasing Services - Land Use Services						
Sublease	(9,720)	(9,720)	(9,720)	(9,720)	-	0.0%
Miscellaneous	61,422	75,000	75,000	75,000	-	0.0%
Subtotal - Other Services & Supplies	\$ 5,374,938	\$ 4,834,217	\$ 4,834,217	\$ 5,959,580	\$ 1,125,363	23.3%
TOTAL BUDGET	\$ 5,681,794	\$ 5,324,217	\$ 5,324,217	\$ 6,309,580	\$ 985,363	18.5%
Transfers to Land Use Fund:						
Building Use Tax	\$ 971,439	\$ 412,000	\$ 412,000	\$ 828,050	\$ 416,050	101.0%
Total Transfer to Land Use Fund	\$ 971,439	\$ 412,000	\$ 412,000	\$ 828,050	\$ 416,050	101.0%
Transfer to Capital Improvement Fund	\$ 20,824,530	\$ 16,047,845	\$ 23,850,000	\$ 15,900,000	\$ (147,845)	0.9%
TOTAL NONDEPARTMENTAL WITH TRANSFERS	\$ 27,477,763	\$ 21,784,062	\$ 29,586,217	\$ 23,037,630	\$ 1,253,568	5.8%

Nondepartmental Budget Highlights

Budget Highlights - 2018 Budget

Legal Services - Special Projects has been transferred from Nondepartmental to the City Attorney's Office in the 2018 Budget.	\$ (140,000)
Incentive Agreements through the City increased \$1,102,240 in the 2018 Budget. The increase is due to mandated reimbursements based on various agreements.	\$ 1,102,240

Nondepartmental Budget Summary by Category

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Contracted Services	\$ 306,856	\$ 490,000	\$ 490,000	\$ 350,000	\$ (140,000)	-28.6%
Other Services & Supplies	5,374,938	4,834,217	4,834,217	5,959,580	1,125,363	23.3%
TOTAL BUDGET	\$ 5,681,794	\$ 5,324,217	\$ 5,324,217	\$ 6,309,580	\$ 985,363	18.5%

CENTRAL SERVICES

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.

Central Services Budget Detail

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Other Services & Supplies:						
Office Supplies	\$ 40,742	\$ 50,500	\$ 50,500	\$ 50,500	\$ -	0.0%
Postage & Courier Services	19,998	35,840	35,840	35,840	-	0.0%
Printing & Publishing	12,268	34,300	34,300	34,300	-	0.0%
Publications and Subscriptions	7,168	6,500	6,500	6,500	-	0.0%
Dues and Memberships	25,507	42,899	42,899	37,673	(5,226)	-12.2%
Meetings/Training/Travel	121,504	170,715	170,715	175,815	5,100	3.0%
Contracted Services - Security	-	165,000	165,000	118,450	(46,550)	-28.2%
Non-Capital Equipment/Furniture	9,713	-	-	-	-	-
Miscellaneous	32,728	25,000	25,000	25,000	-	0.0%
Subtotal Other Services &	\$ 269,628	\$ 530,754	\$ 530,754	\$ 484,078	\$ (46,676)	-8.8%
TOTAL BUDGET	\$ 269,628	\$ 530,754	\$ 530,754	\$ 484,078	\$ (46,676)	-8.8%

Budget Highlights - 2018 Budget

Contracted Services - Security decreased \$46,550 in the 2018 Budget due to misallocated budget in 2017. The 2018 Budget reflects the correct budget amount.

\$ -

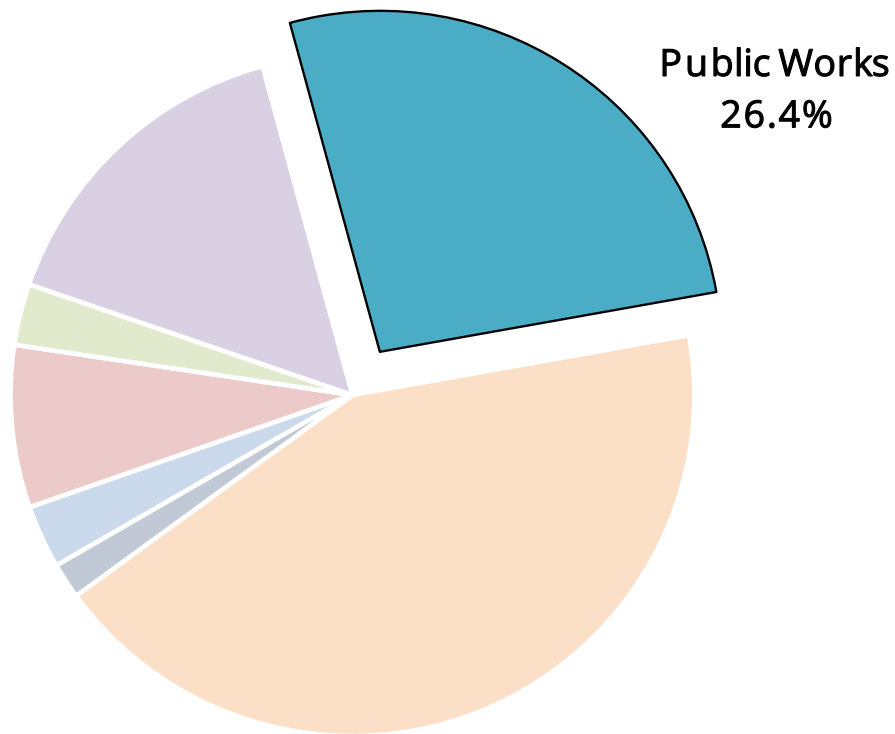
Central Services Budget Summary by Category

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Other Services & Supplies	\$ 269,628	\$ 530,754	\$ 530,754	\$ 484,078	\$ (46,676)	-8.8%
TOTAL BUDGET	\$ 269,628	\$ 530,754	\$ 530,754	\$ 484,078	\$ (46,676)	-8.8%

PUBLIC WORKS

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

2018 EXPENDITURES PUBLIC WORKS



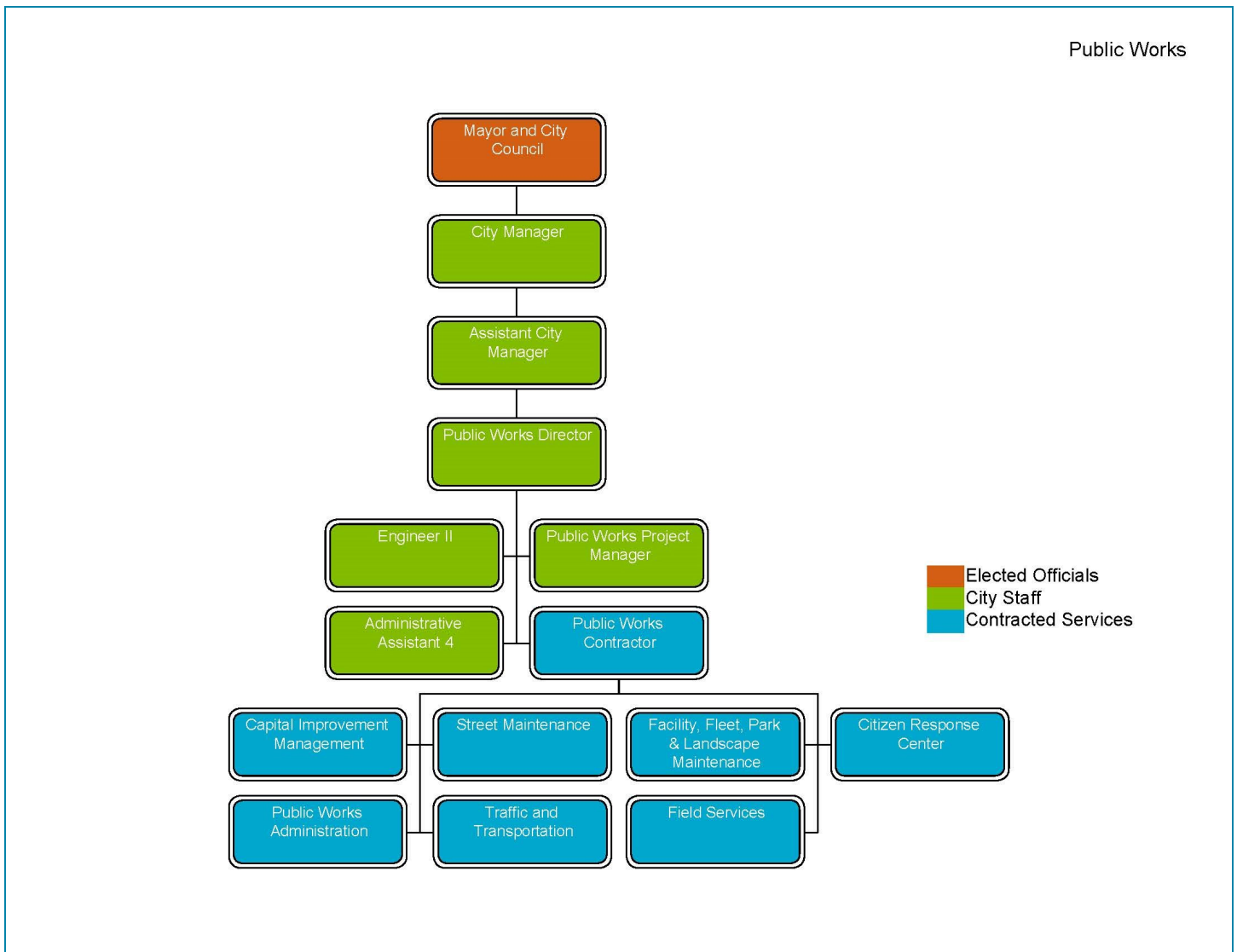
This graph illustrates the percentage of this function's expenditures to the operating budget of the General Fund.

Public Works

Total Budget Summary by Category

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Personnel Services	\$ 397,100	\$ 397,015	\$ 411,493	\$ 414,140	\$ 17,125	4.3%
Contracted Services	11,877,865	13,477,122	13,852,122	13,465,709	(11,413)	-0.1%
Other Services & Supplies	1,730,055	1,956,195	2,014,360	2,055,728	99,533	5.1%
Capital Outlay	179,702	30,000	48,184	185,000	155,000	516.7%
TOTAL BUDGET	\$ 14,184,722	\$ 15,860,332	\$ 16,326,159	\$ 16,120,577	\$ 260,245	1.6%

Public Works Organizational Chart



Public Works Staff and Contracted Resources Summary

	2016 Actual FTE	2017 Amended FTE	2018 Budget FTE	2017 / 2018 Difference
Public Works Staff	3.50	3.50	3.50	-
Public Works Contracted	46.31	48.97	53.14	4.17
Facilities	1.50	2.65	2.65	-
TOTAL	51.31	55.12	59.29	4.17

Public Works Budget Detail

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Personnel Services:						
Salaries and Wages	\$ 300,919	\$ 287,617	\$ 301,673	\$ 304,800	\$ 17,183	6.0%
Benefits	96,181	109,398	109,820	109,340	(58)	-0.1%
Subtotal - Personnel Services	\$ 397,100	\$ 397,015	\$ 411,493	\$ 414,140	\$ 17,125	4.3%
Other Contracted Services:						
Public Works Service Provider	\$ 10,645,647	\$ 11,705,595	\$ 11,805,595	\$ 11,489,182	\$ (216,413)	-1.8%
Median Maintenance Program	57,725	30,000	30,000	30,000	-	0.0%
Subtotal - Other Contracted Services	\$ 10,703,372	\$ 11,735,595	\$ 11,835,595	\$ 11,519,182	\$ (216,413)	-1.8%
Other Program Services:						
Animal Disposal	\$ 2,031	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%
Mosquito Control	37,034	40,000	40,000	40,000	-	0.0%
Other Professional Services	170,351	150,000	150,000	150,000	-	0.0%
Subtotal - Other Program Services	\$ 209,416	\$ 195,000	\$ 195,000	\$ 195,000	\$ -	0.0%
Total Contracted Services - Non IGA	\$ 10,912,788	\$ 11,930,595	\$ 12,030,595	\$ 11,714,182	\$ (216,413)	-1.8%
Total Contracted Services - Program Management	\$ 10,912,788	\$ 11,930,595	\$ 12,030,595	\$ 11,714,182	\$ (216,413)	-1.8%
Other Contracted Services:						
Maintenance/Operations						
Streets						
Materials - Snow Removal	\$ 534,905	\$ 702,047	\$ 702,047	\$ 702,047	\$ -	0.0%
Materials - Asphalt	64,587	115,000	115,000	115,000	-	0.0%
Materials - Fuel	73,885	219,480	219,480	219,480	-	0.0%
Roadside Improvements	-	125,000	165,000	165,000	40,000	32.0%
Subtotal - Streets and Roads	\$ 673,377	\$ 1,161,527	\$ 1,201,527	\$ 1,201,527	\$ 40,000	3.4%
Total Other Contracted Services: Maintenance/Operations	\$ 673,377	\$ 1,161,527	\$ 1,201,527	\$ 1,201,527	\$ 40,000	3.4%
Other Contracted Services - Engineering:						
Roadway Engineering						
Roadway Data Collection	\$ 27,649	\$ -	\$ -	\$ 165,000	\$ 165,000	-
On-Call Services	-	5,000	5,000	5,000	-	0.0%
Subtotal - Roadway Engineering	\$ 27,649	\$ 5,000	\$ 5,000	\$ 170,000	\$ 165,000	3300.0%
Traffic Signals						
Signal Additions/Repair	\$ 264,051	\$ 230,000	\$ 230,000	\$ 230,000	\$ -	0.0%
Traffic Infrastructure Maintenance	-	150,000	385,000	150,000	-	0.0%
Subtotal - Traffic Signals	\$ 264,051	\$ 380,000	\$ 615,000	\$ 380,000	\$ -	0.0%
Total Other Contracted Services - Engineering	\$ 291,700	\$ 385,000	\$ 620,000	\$ 550,000	\$ 165,000	42.9%
Total Contracted Services	\$ 11,877,865	\$ 13,477,122	\$ 13,852,122	\$ 13,465,709	\$ (11,413)	-0.1%

Public Works

Budget Detail (Continued)

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget	
					\$ Chg	% Chg
Other Services & Supplies:						
Utilities - Street Lights	\$ 875,349	\$ 925,000	\$ 925,000	\$ 925,000	\$ -	0.0%
Maintenance - Street Lights	100,720	98,000	98,000	98,000	-	0.0%
Utilities - Other Maintenance	565	5,843	5,843	5,843	-	0.0%
Utilities - Traffic Signals	27,250	30,000	30,000	30,000	-	0.0%
Utilities - Other	2,970	-	-	-	-	-
Subtotal Street Lights	\$ 1,006,854	\$ 1,058,843	\$ 1,058,843	\$ 1,058,843	\$ -	0.0%
TMA Landscaping Services	\$ -	\$ 36,121	\$ 36,121	\$ 36,121	\$ -	0.0%
Public Works Contingency Costs	62,436	50,000	50,000	50,000	-	0.0%
Total - Other Services & Supplies	\$ 1,069,290	\$ 1,144,964	\$ 1,144,964	\$ 1,144,964	\$ -	0.0%
Capital Outlay:						
Miscellaneous Infrastructure	\$ 137,523	\$ 30,000	\$ 48,184	\$ 150,000	\$ 120,000	400.0%
Total - Capital Outlay	\$ 137,523	\$ 30,000	\$ 48,184	\$ 150,000	\$ 120,000	400.0%
Total Public Works	\$ 13,481,778	\$ 15,049,101	\$ 15,456,763	\$ 15,174,813	\$ 125,712	0.8%


Public Works

Budget Summary by Category

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget	
					\$ Chg	% Chg
Personnel Services	\$ 397,100	\$ 397,015	\$ 411,493	\$ 414,140	\$ 17,125	4.3%
Contracted Services	11,877,865	13,477,122	13,852,122	13,465,709	(11,413)	-0.1%
Other Services & Supplies	1,069,290	1,144,964	1,144,964	1,144,964	-	0.0%
Capital Outlay	137,523	30,000	48,184	150,000	120,000	400.0%
TOTAL BUDGET	\$ 13,481,778	\$ 15,049,101	\$ 15,456,763	\$ 15,174,813	\$ 125,712	0.8%

ADMINISTRATION AND MANAGEMENT

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.

 PERFORMANCE MEASUREMENT	HISTORICAL AVERAGE	2017 ESTIMATE	2018 PROJECTED
Citizen Response Center—Calls Answered Within 2 Minutes	80	90	90
Contract Compliance Rate (%)	100%	100%	100%
Customer Satisfaction Rating (%)	80%	80%	80%
Resolution Time Compliance	90%	95%	95%
Total Number of Right-of-Way Permits	N/A	700	750

PRIOR-YEAR ACCOMPLISHMENTS



CITY SERVICES

- Completed the closeout of the Arapahoe Road, Waco Street to Himalaya Way construction project.
- Completed the \$6.6 million Street Rehabilitation base program on time and under budget, in addition to \$3.6 million and 27 streets in the enhanced mill and overlay program.
- Managed the design of a multi-use path on Dry Creek Rd at I-25.
- Managed the design of the Quebec Street right-turn lane at County Line Road.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- Provided staff support at Council District, CenCON and other community meetings.
- Achieved APWA accreditation, which is the first-ever P3-accredited agency in the nation.
- Supported the City in design review and construction observation for the CDOT I-25/Arapahoe Rd interchange reconstruction project.
- Managed the operation of Centennial Center Park to ensure a safe, clean and memorable experience by park patrons.



ECONOMIC HEALTH

- Continued to add functionality to our asset tracking modules to allow staff to use improved methods of managing and maintaining assets under our scope.
- Continued to develop a multi-year street rehabilitation program to assist with identifying funding strategies to maintain "Good" network pavement condition.
- Ensured the public receives the full value of the contract by exceeding the minimum performance standards in all areas.



ENVIRONMENT

- Collected 23 bags of trash collection on County Line Rd. as part of Public Works Week and to beautify the roadway.
- Utilized hot in-place recycling pavement restoration on Yosemite St., which significantly reduces the use of new resources since existing materials are reused.
- Reduced fuel consumption and improved service delivery through continual re-optimization of routes for service delivery.
- Continued to explore innovative solutions to reducing the City's carbon footprint in the delivery of public works services.

GOALS AND OBJECTIVES



CITY SERVICES

- Complete the \$6.6 million Street Rehabilitation program on time and under budget.
- Manage the construction of a multi-use path on Dry Creek Rd. at I-25.
- Manage the design and construction of a safety project at Arapahoe Rd. and York St.
- Manage the construction of safety project adding a Quebec St. right turn lane at County Line Rd.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- Provide staff support at Council District, CenCON and other community meetings.
- Manage the operation of Center Park to ensure a safe, clean and memorable experience by park patrons.
- Support the City in the joint project with Aurora for the design and construction of the Quincy Ave. roadway widening project.
- Manage the construction of the Smoky Hill Rd. and Piccadilly St. traffic signal.



ECONOMIC HEALTH

- Continue to add functionality to our asset tracking modules to allow staff to use improved methods of managing and maintaining assets under our scope.
- Develop a multi-year street rehabilitation program to assist with identifying funding strategies to maintain "Good" network pavement condition.
- Ensure the public receives the full value of the contract by exceeding the minimum performance standards in all areas.



ENVIRONMENT

- Complete trash collection on one major corridor segment roadway segment in the City as part of Public Works Week.
- Continue to explore innovative solutions to reducing the City's carbon footprint in the delivery of public works services.

TRAFFIC AND TRANSPORTATION

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



CITY SERVICES

- Inspected and inventoried approx. 4,000 signs and completed the fifth and final year of the program to replace all street name signs with the City blue standard.
- Completed the analysis of 2016 crashes to identify safety improvements.
- Completed the 2017 Annual Striping Program for 1,267,000 feet of pavement markings and 36,224 square feet of crosswalk striping.
- Managed the operation and maintenance of 82 traffic signals and 31 school beacons.
- Managed the replacement of 11 traffic signal poles identified through the signal pole inspection program.



COMMUNITY QUALITY
OF LIFE / CITIZEN
ENGAGEMENT

- Utilized the Neighborhood Traffic Management Program (NTMP) to engage four (4) neighborhoods in addressing traffic safety issues and concerns.
- Installed a new traffic signal at Peoria St / Briarwood Ave to improve vehicle and pedestrian access and safety.
- Completed the Arapahoe Road Operations Study to identify transportation improvements to maximize corridor capacity and system reliability.
- Implemented Phase 1 of the Intelligent Transportation System (ITS) Master Plan.



ECONOMIC HEALTH

- Utilized current ROW and street rehabilitation construction projects, Federal funds, and colocation opportunities to cost-effectively expand fiber optic communications for traffic signals.
- Pursued three grant opportunities, including CDOT highway safety improvement program (HSIP), CDOT safe routes to school, and RTD capital projects benefitting transit, successfully receiving \$750,000 grant for HSIP.



ENVIRONMENT

- Continued the installation of LED street lights at signalized intersections.
- Completed traffic signal retiming projects to reduce vehicle delay, fuel consumption and carbon monoxide emissions.

GOALS AND OBJECTIVES



CITY SERVICES

- Inspect and inventory approx. 4,000 signs.
- Complete the analysis of 2017 vehicle and pedestrian crashes to identify safety improvements.
- Complete the 2018 Annual Striping Program, including pavement markings and crosswalk striping.
- Operate and manage the maintenance of traffic signals, school beacons and flashing speed signs.
- As necessary, replace traffic signal poles identified in the inspection program as failed or imminent-failure structures.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- Prioritize NTMP applications and implement up to four (4) neighborhood traffic calming projects.
- Process neighborhood block party, special event, and neighborhood parking permits to promote community spirit.
- Complete the design and manage the construction of a new traffic signal at Yosemite St and Mineral Dr.
- Manage the implementation of Phase 2 of the ITS Master Plan.



ECONOMIC HEALTH

- Pursue at least one grant opportunity from CDOT, DRCOG, or FHWA.
- Utilize current ROW and street rehabilitation construction projects Federal funds, and colocation opportunities to cost effectively expand fiber optic communications for traffic signals and other ITS devices, including vehicle detection and video cameras.



ENVIRONMENT

- Complete at least one traffic signal retiming project to reduce vehicle delay, fuel consumption and carbon monoxide emissions.
- Continue to identify opportunities for energy efficient or solar applications in traffic operations to reduce the City's energy consumption.

FIELD SERVICES

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 right-of-way.

PRIOR-YEAR ACCOMPLISHMENTS



CITY SERVICES

- Completed 1,447 tons of asphalt patching.
- Completed 469 cubic yards of concrete and related structure rehabilitation repair.
- Performed crack seal preventative maintenance by applying 45,120 pounds of crack sealant.
- Maintained 82 City and 32 CDOT medians to control vegetation and improve appearance.
- Swept entire street network three (3) times by performing a double sweep in the spring, a single sweep in the summer and a double sweep in the fall.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- Provided a highly responsive division that addressed the community's questions and needs through excellence in service delivery according to the established priority system.
- Provided enhanced right-of-way vegetation control by mowing roadsides nine (9) times throughout the growing season to maintain a height of eight inches for health, safety, and appearance.
- Plowed 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.
- Continued to maintain the roadway network at the "Good" pavement conditiona goal established by Council.



ECONOMIC HEALTH

- Prudently managed the use of City funds by following established guidelines for evaluation and prioritization of work.
- Provided snow removal on priority routes to facilitate vehicular travel for employers, employees, business owners, customers and citizens within the City.



ENVIRONMENT

- Trained and educated the staff on current practices that use environmentally responsible materials and processes.
- Worked 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.
- Maintained reduction of aggregate usage in snow and ice control to contribute to the reduction of PM 10 emissions in the Denver Metro area.

GOALS AND OBJECTIVES



CITY SERVICES

- Complete 2,000 tons of asphalt patching.
- Complete 466 cubic yards of concrete and related structure rehabilitation repair.
- Perform crack seal preventative maintenance by applying 45,000 pounds of crack sealant.
- Sweep entire street network three (3) times by performing a double sweep in the spring, a single sweep in the summer and a double sweep in the fall.
- Perform enhanced, proactive services in pothole patching, winter street sweeping, vegetation control at traffic signs, and crack seal.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- Provide a highly responsive division that addresses the community's questions and needs through excellence in service delivery according to the established priority system.
- Maintain right-of-way vegetation to a height of eight inches for health, safety, and appearance.
- Maintain City and CDOT medians to control vegetation and improve appearance.
- 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.
- Maintain the roadway network for the City of Centennial to achieve an overall "Good" network condition.



ECONOMIC HEALTH

- Manage the use of City funds by following established guidelines for evaluation and prioritization of work.
- Provide snow removal on priority routes to facilitate vehicular travel for employers, employees, business owners, customers and citizens within the City.



ENVIRONMENT

- Train and educate the staff on current practices that use environmentally responsible materials and processes.
- 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.
- Maintain reduction of aggregate usage in snow and ice control to contribute to the reduction of PM 10 emissions in the Denver Metro area.

FACILITIES & FLEET

Facilities and Fleet provide ongoing maintenance to the City's buildings, park, and fleet assets. This includes providing: operation and monitoring of Centennial Center Park; landscape maintenance; inspection and maintenance of playground and park equipment; regular and routine maintenance on fleet vehicles; general maintenance at the Civic Center; and snow removal, all while minimizing interruptions on the day-to-day operations of citizens, employees, and general City business.

Facilities & Fleet Budget Detail

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Facilities						
Other Services & Supplies:						
Professional Services	\$ 298,167	\$ 409,806	\$ 448,971	\$ 500,964	\$ 91,158	22.2%
Utilities - Facilities	120,717	155,000	155,000	125,000	(30,000)	-19.4%
Utilities - Centennial Center Park	10,394	17,000	17,000	12,000	(5,000)	-29.4%
Building - Improvements	62,208	22,000	22,000	22,000	-	0.0%
Security & Fire Alarm Systems	18,943	23,000	23,000	23,000	-	0.0%
Equipment - Purchased	1,038	-	6,000	12,500	12,500	-
Office Furniture & Fixtures	8,569	-	13,000	25,000	25,000	-
Sewer And Water - Facilities	33,719	51,200	51,200	51,200	-	0.0%
Trash and Recycle - Facilities	3,121	6,600	6,600	6,600	-	0.0%
Trash and Recycle - Centennial Center Park	4,590	4,000	4,000	7,000	3,000	75.0%
Repair and Maintenance Building	53,282	60,000	60,000	65,000	5,000	8.3%
Repair and Maintenance Grounds	13,291	25,000	25,000	25,000	-	0.0%
Repair and Maintenance Office Equipment	-	1,000	1,000	1,000	-	0.0%
Repair and Maintenance Other	23,234	25,000	25,000	25,000	-	0.0%
Miscellaneous	-	2,125	2,125	-	(2,125)	-100.0%
Subtotal - Other Services & Supplies	\$ 651,273	\$ 801,731	\$ 859,896	\$ 901,264	\$ 99,533	12.4%
Total Facilities	\$ 651,273	\$ 801,731	\$ 859,896	\$ 901,264	\$ 99,533	12.4%
Fleet						
Other Services & Supplies:						
Capital Outlay - Vehicle	\$ 42,179	\$ -	\$ -	\$ 35,000	\$ 35,000	-
Vehicle Fuel & Maintenance Supplies	9,492	9,500	9,500	9,500	-	-
Subtotal - Other Services & Supplies	\$ 51,671	\$ 9,500	\$ 9,500	\$ 44,500	\$ 35,000	368.4%
Total Fleet	\$ 51,671	\$ 9,500	\$ 9,500	\$ 44,500	\$ 35,000	368.4%
TOTAL BUDGET	\$ 702,944	\$ 811,231	\$ 869,396	\$ 945,764	\$ 134,533	16.6%

Facilities & Fleet

Budget Highlights

Budget Highlights - 2018 Budget

Professional Services increased \$91,158 in the 2018 Budget. The increase is due to new contract terms for the City's contract with the Public Works service provider.	\$ 91,158
Capital Outlay - Vehicle increased \$35,000 in the 2018 Budget. The increase is for the purchase of a replacement utility vehicle for snow removal and various maintenance capabilities at the Civic Center and Centennial Center Park.	\$ 35,000

Facilities & Fleet

Budget Summary by Category

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Other Services & Supplies	\$ 660,765	\$ 811,231	\$ 869,396	\$ 910,764	\$ 99,533	12.3%
Capital Outlay	42,179	-	-	35,000	35,000	-
TOTAL BUDGET	\$ 702,944	\$ 811,231	\$ 869,396	\$ 945,764	\$ 134,533	16.6%

PERFORMANCE MEASUREMENT	HISTORICAL AVERAGE	2017 ESTIMATE	2018 PROJECTED
Annual Inspection Schedule Compliance (%)	100%	100%	100%
Contract Compliance Rate (%)	100%	100%	100%
Resolution Time Compliance (%)	90%	98%	98%

PRIOR-YEAR ACCOMPLISHMENTS



CITY SERVICES

- Achieved a high level of accountability and productivity by consistently meeting all performance measurements, while maintaining daily operations at three facilities - Centennial Center Park, Civic Center, and the Eagle Street facility.
- Maintained City fleet to ensure availability and reliability.
- Completed several projects at the Civic Center, Eagle Street facility and Center Park, including the installation of security cameras, supervised the reconstruction of the Civic Center drain to the drainage swale which eliminated destruction and deterioration of the landscaping in the parking lot.
- Coordinated the construction and installation of the new 3" water tap for the Centennial Center Park.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- Processed park reservations through web requests and calls to Citizen Response Center (CRC) and provided daily posting at shelters to inform public of reservations.
- Provided staff assistance during special events at Centennial Center Park.
- Maintained continuous operation of the splash pad in Centennial Center Park to minimize down time.
- Completed several projects in Centennial Center Park to improve the customer experience: reconstruction of the xeric garden, installation of new poured in place and flagstone pedestrian steps; installation of changing room stalls for park patrons.



ECONOMIC HEALTH

- Maintained a lean, transparent, responsive, and fiscally responsible division by tracking and meeting performance measurements, improved business processes, performed customer service surveys, and operated within budget.
- Performed preventative inspections and maintenance at all facilities to preserve assets.
- Completed all capital improvement projects within budget.



ENVIRONMENT

- Monitored irrigation use to minimize water usage.
- Managed Public Works yard in compliance with all storm water regulations.
- Monitored water quality of the splash pad at Centennial Center Park three times daily.
- Adjusted native grass maintenance plan to allow grass to go to seed, which reduced water usage and promotes grass development.
- Maintained the reclaimed water compliance program in conjunction with the Regulation 84 water regulations.

GOALS AND OBJECTIVES



CITY SERVICES

- Maintain high level of accountability and productivity by consistently meeting all performance measurements.
- Continue to monitor customer service expectations and satisfaction through customer service surveys. Implement improvements based upon customer suggestions.
- Maintain City fleet to ensure availability and reliability.
- Provide efficient and effective project management for capital improvement projects at the three facilities.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- Strive for 99% continuous operation of the splash pad in Centennial Center Park and proactively inspect and repair playground equipment to maintain high quality experience.
- Provide exceptional support for reservations of community and conference rooms at Eagle Street as well as Centennial Center Park reservations, special events and amphitheater events.
- Complete Centennial Center Park improvements to enhance Park patrons citizen experiences and continue the award-winning tradition.



ECONOMIC HEALTH

- Maintain a lean, transparent, responsive, and fiscally responsible division by tracking and meeting performance measurements, improving business processes, and operating within budget.
- Continue to perform preventative inspections and maintenance at all facilities to preserve assets.
- Manage capital improvement projects at the three facilities to ensure they are on time and within budget.



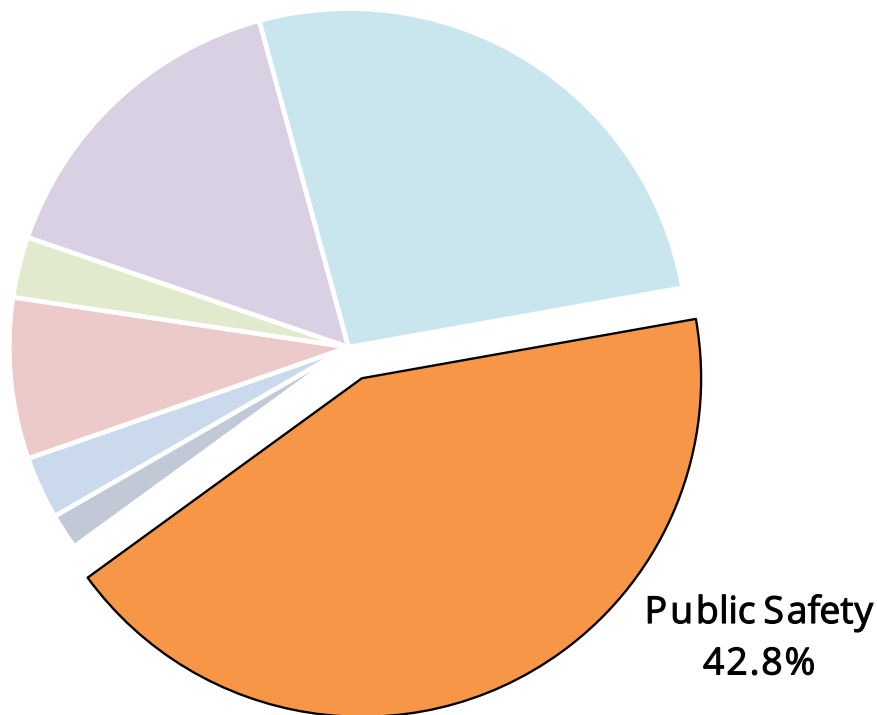
ENVIRONMENT

- Continue to monitor water and energy use at the Civic Center, Centennial Center Park and Eagle Street to manage costs while preserving City assets.
- Maintain compliance of Public Works yard with all storm water regulations.
- Monitor water quality of the splash pad at Centennial Center Park three times daily.

PUBLIC SAFETY

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

2018 EXPENDITURES PUBLIC SAFETY



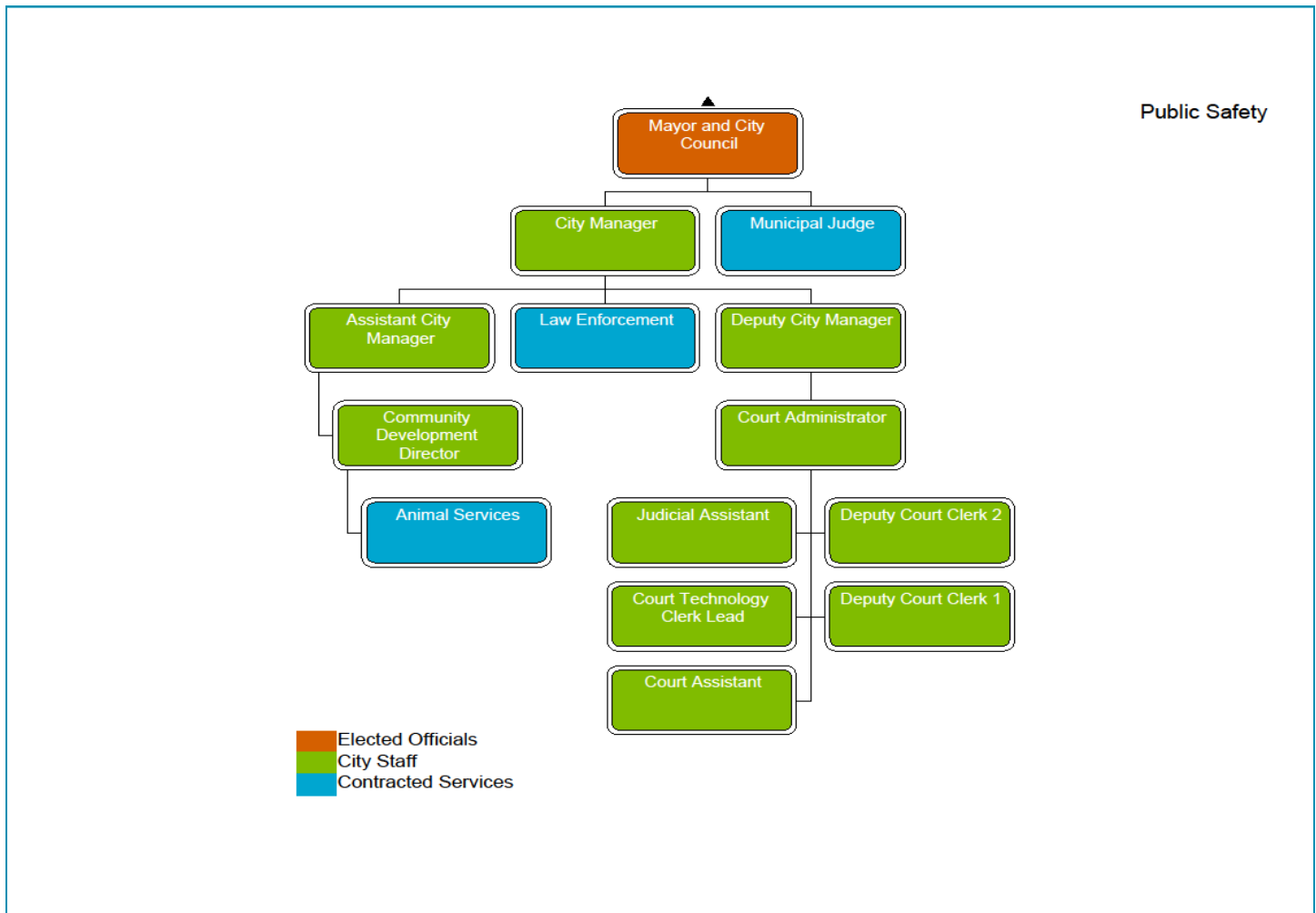
This graph illustrates the percentage of this function's expenditures to the operating budget of the General Fund.

Public Safety

Total Budget Summary by Category

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Personnel Services	\$ 400,255	\$ 421,986	\$ 433,998	\$ 418,059	\$ (3,927)	-0.9%
Contracted Services	23,958,696	24,512,419	24,512,419	25,517,444	1,005,025	4.1%
Other Services & Supplies	107,131	145,330	145,330	158,597	13,267	9.1%
TOTAL BUDGET	\$ 24,466,082	\$ 25,079,735	\$ 25,091,747	\$ 26,094,100	\$ 1,014,365	4.0%

Public Safety Organizational Chart



Public Safety Staff and Contracted Resources Summary

	2016 Actual FTE	2017 Amended FTE	2018 Budget FTE	2017 / 2018 Difference
Law Enforcement	166.75	167.75	171.75	4.00
Animal Services	5.50	5.50	5.50	-
Municipal Court	5.75	5.75	5.75	-
TOTAL	178.00	179.00	183.00	4.00

LAW ENFORCEMENT

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, school resource officers, 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, community resource/crime prevention, 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.

Law Enforcement Budget Detail

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Contracted Services:						
Arapahoe County Intergovernmental Agreement:						
Sheriff's Office Services	\$ 23,294,881	\$ 23,805,944	\$ 23,805,944	\$ 24,791,600	\$ 985,656	4.1%
Subtotal - Contracted Services	\$ 23,294,881	\$ 23,805,944	\$ 23,805,944	\$ 24,791,600	\$ 985,656	4.1%
Less Allocation to Other Departments:						
Traffic Officers	\$ (1,510,838)	\$ (1,459,747)	\$ (1,459,747)	\$ (1,510,837)	\$ (51,090)	3.5%
Liquor Enforcement	(47,645)	(47,645)	(47,645)	(52,506)	(4,861)	10.2%
Liability	(165,389)	(165,992)	(165,992)	(174,143)	(8,151)	4.9%
Subtotal - Less Allocation to Other Departments	\$ (1,723,872)	\$ (1,673,384)	\$ (1,673,384)	\$ (1,737,486)	\$ (64,102)	3.8%
TOTAL BUDGET	\$ 21,571,009	\$ 22,132,560	\$ 22,132,560	\$ 23,054,114	\$ 921,554	4.2%

Budget Highlights - 2018 Budget


The City's Law Enforcement services are provided by the Arapahoe County Sheriff's Office. The Law Enforcement budget is adjusted annually, based on contractual obligations. The 2018 Budget includes the contractual increase for services as well as \$733,435 in new funding for ACSO Crime Lab Services, one Communications Technician, a new Investigations vehicle and the replacement of a Community Services vehicle.

\$ 921,554

Law Enforcement

Budget Summary by Category

	2014 Actual	2015 Adopted	2016 Amended	2017 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Contracted Services	\$ 21,571,009	\$ 22,132,560	\$ 22,132,560	\$ 23,054,114	\$ 921,554	4.2%
TOTAL BUDGET	\$ 21,571,009	\$ 22,132,560	\$ 22,132,560	\$ 23,054,114	\$ 921,554	4.2%

 PERFORMANCE MEASUREMENT	HISTORICAL AVERAGE	2017 ESTIMATE	2018 PROJECTED
Number of Event Attendees	7,849*	8,250**	8,660**
Number of Interactions	2,524*	2,650*	2,780*
Community Satisfaction Rate (%)	82	85	85
Comparable Communities Burglary Rate	513	220	220
Comparable Communities Larceny/Theft Rate	2,075	1,000	1,000
Comparable Communities Motor Vehicle Theft Rate	194	100	100
Comparable Communities Violent Crime Rate	300	150	150
Number of Traffic Crashes	513*	477*	453*
Priority 1 Emergency Call Response Times Under 5 Minutes	70	70	70
Priority 1 Emergency Call Response Times Under 8 Minutes	95	95	95
*3-Year Historical Average Per Quarter **Per Quarter			

PRIOR-YEAR ACCOMPLISHMENTS



CITY SERVICES

- Successfully continued to evaluate resource deployment to best staff Patrol operations. Appropriate deployment has allowed the Sheriff's Office to regularly meet performance measures related to Crime Rate and Response Time to Priority 1 calls.
- Completed the evaluation and selection process for body-worn cameras and will deploy cameras in 2016.
- Successfully achieved CALEA and PSCAP reaccreditation and under the Gold Standard assessment format



COMMUNITY QUALITY
OF LIFE / CITIZEN
ENGAGEMENT

- Community Resource deputies and School Resource Officers continue to offer a variety of programs in the community and are on target for a 5 percent increase in programs provided to the community this year.
- The Centennial Crime Rate continues to be well below the crime rate in the 8 comparison cities in Colorado.



ECONOMIC HEALTH

- The Sheriff's Office continues to look for budget efficiencies and grant opportunities. Grant funding allowed the Sheriff's Office to provide hundreds of hours of additional enforcement, complete equipment purchases and implement programs throughout the City.
- Grant awards included \$15,668 in JAG funding, \$36,346 in LEAF and HVE DUI enforcement, and \$15,000 in seatbelt enforcement.

GOALS AND OBJECTIVES



CITY SERVICES

- Ensure that the crime rate in the City is 10% below that of other cities, on average, with a population over 75,000 in the State of Colorado.
- Keep total reported crashes for the City at or below five-year average numbers measured using quarterly evaluation.



COMMUNITY QUALITY
OF LIFE / CITIZEN
ENGAGEMENT

- Increase the number of citizens and entities engaged through community policing and problem-solving by 5% from the 2011-2013 average.
- Increase the number of deputy-citizen contacts (e.g. community contacts, business contacts, and citizen assists) by 5% from the 2012-2014 average.



ECONOMIC HEALTH

- The Sheriff's Office will continue to examine the existing law enforcement budget and strive to identify ways and means to help the City meet its budget projections. This includes identifying grant opportunities, and operational efficiencies when practical.



ENVIRONMENT

- Complete annual update of Hazard Mitigation Strategies.
- Improve GIS mapping of floodplains based on mitigation efforts.
- Conduct HAZMAT table top exercise for City Staff.

ANIMAL SERVICES

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.

Law Enforcement Budget Detail

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Contracted Services:						
Animal Control Services	\$ 602,657	\$ 615,915	\$ 615,915	\$ 629,465	\$ 13,550	2.2%
Animal Sheltering/Cremation	8,003	36,250	36,250	36,250	-	0.0%
Miscellaneous	5,762	4,034	4,034	4,135	101	2.5%
Subtotal - Contracted Services	\$ 616,422	\$ 656,199	\$ 656,199	\$ 669,850	\$ 13,651	2.1%
TOTAL BUDGET	\$ 616,422	\$ 656,199	\$ 656,199	\$ 669,850	\$ 13,651	2.1%

Law Enforcement

Budget Summary by Category

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Contracted Services	\$ 616,422	\$ 656,199	\$ 656,199	\$ 669,850	\$ 13,651	2.1%
TOTAL BUDGET	\$ 616,422	\$ 656,199	\$ 656,199	\$ 669,850	\$ 13,651	2.1%

 PERFORMANCE MEASUREMENT	HISTORICAL AVERAGE*	2017 ESTIMATE	2018 PROJECTED
Aggressive Animal Service Incidents	24*	20	20
Animal Bites Reported	23*	65	65
Average Response Time (minutes) to Priority 1 Calls	25	25	25
Contract Compliance Rate (%)	100	100	100
Customer Satisfaction Rating (%)	80	80	80
Live Release Rate(%)	90	90	90
Percentage of Animals Licensed	25	18	17
Total Number of Calls to Animal Services	1,590*	4,100	4,100
*3-Year Historical Average			

PRIOR-YEAR ACCOMPLISHMENTS



CITY SERVICES

- Achieved 100 percent live release rate for all licensed animals (all animals wearing a City licensed tag are returned to their owner and 90 percent-plus live release rate for all domestic animals in our care).
- Exceeded response time goals to emergency priority calls for service (less than 25 minutes) and high priority 2 calls for service (less than 2 hours).
- Recruited, hired, trained, and developed three (3) new Animal Law Enforcement Officers during 2017.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- Participated in six (6) Centennial community and public activities where officers work to create positive public relations by speaking with HOAs and others regarding Animal Services, pet safety, bite prevention, and co-existing with wildlife within the community.
- Attended the City's Community Outreach team meetings with ACSO, Code Compliance, Building and Planning departments, and Animal Services.



ECONOMIC HEALTH

- Participated in three (3) discounted license events during 2017.
- Maximized cost recovery efforts through consistent collection of Animal Services fees.



ENVIRONMENT

- Utilized bike and foot patrols in public parks which resulted in eliminating use of fossil fuels, improved public safety, and enhanced user experience as well as build stronger relationships with the public.
- Reduced fuel costs, miles driven, and utilized staff resources more effectively with continued use of GIS mapping, Chameleon software, and GPS.

GOALS AND OBJECTIVES



CITY SERVICES

- Achieve 100 percent live release rate for all licensed animals (all animals wearing a City licensed tag are returned to their owner and 90 percent-plus live release rate for all domestic animals in our care).
- Exceed response time goals to emergency priority calls for service (less than 25 minutes) and high priority 2 calls for service (less than 2 hours).



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- Participate in a minimum of six (6) Centennial community and public activities where officers work to create positive public relations by speaking with HOAs and others regarding Animal Services, pet safety, bite prevention, and co-existing with wildlife within the community.
- Collaborate with the City's Communication department to share a minimum of four (4) positive Animal Services stories and/or important domestic animal/wildlife updates via social media.



ECONOMIC HEALTH

- Participate in a minimum of four (4) discounted license events during 2018.
- Continue to maximize cost recovery efforts through collection of animal licensing and other user fees.



ENVIRONMENT

- Utilize bike and foot patrols in public parks, trails, and open spaces which will result in eliminating use of fossil fuels, improved public safety, and enhanced user experience as well as build stronger relationships with the public.
- Fully implement new Animal Services management software (Vestify) that will allow for better management of workflow.

MUNICIPAL COURT

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.

Municipal Court Budget Detail

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Personnel Services:						
Salaries and Wages	\$ 276,856	\$ 278,112	\$ 289,774	\$ 288,488	\$ 10,376	3.7%
Benefits	123,399	143,874	144,224	129,571	(14,303)	-9.9%
Subtotal - Personnel Services	\$ 400,255	\$ 421,986	\$ 433,998	\$ 418,059	\$ (3,927)	-0.9%
Contracted Services:						
Arapahoe County Intergovernmental Agreement:						
Traffic Officer Services	\$ 1,510,838	\$ 1,459,747	\$ 1,459,747	\$ 1,510,837	\$ 51,090	3.5%
Indirect Costs	165,389	142,136	142,136	174,143	32,007	22.5%
Temporary Personnel	-	500	500	500	-	0.0%
Judge Services	67,552	71,000	71,000	71,000	-	0.0%
Prosecution Services	22,495	40,000	40,000	30,000	(10,000)	-25.0%
Legal Services - General	4,991	10,277	10,277	7,000	(3,277)	-31.9%
Subtotal - Contracted Services	\$ 1,771,265	\$ 1,723,660	\$ 1,723,660	\$ 1,793,480	\$ 69,820	4.1%
Other Services & Supplies:						
Professional Services	\$ 852	\$ 62,000	\$ 62,000	\$ 35,067	\$ (26,933)	-43.4%
Postage & Courier	6,297	4,500	4,500	7,000	2,500	55.6%
Printing & Publishing	3,838	15,700	15,700	5,700	(10,000)	-63.7%
IT Services	5,700	-	-	-	-	-
Bank/Merchant Processing	39,051	38,800	38,800	45,800	7,000	18.0%
Equipment - Rental, Repair, Maintenance	5,199	9,000	9,000	9,000	-	0.0%
Software Licenses & Maintenance	34,587	-	-	40,700	40,700	-
Software Supplies	-	500	500	500	-	0.0%
Office Supplies	3,350	6,000	6,000	6,000	-	0.0%
Dues and Memberships	330	450	450	450	-	0.0%
Meetings/Training/Travel	7,908	5,380	5,380	5,380	-	0.0%
Miscellaneous	19	3,000	3,000	3,000	-	0.0%
Subtotal - Other Services & Supplies	\$ 107,131	\$ 145,330	\$ 145,330	\$ 158,597	\$ 13,267	9.1%
TOTAL BUDGET	\$ 2,278,651	\$ 2,290,976	\$ 2,302,988	\$ 2,370,136	\$ 79,160	3.5%


Budget Highlights - 2018 Budget

Traffic Officer Services increased \$51,090 in the 2018 Budget due to funds allocated to Municipal Court from the contract with the Arapahoe County Sheriff's Office.	\$ 51,090
Indirect Costs in Municipal Court increased \$31,402 in the 2018 Budget due to funds allocated from the contract with the Arapahoe County Sheriff's Office.	\$ 32,007

Municipal Court

Budget Summary by Category

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Personnel Services	\$ 400,255	\$ 421,986	\$ 433,998	\$ 418,059	\$ (3,927)	-0.9%
Contracted Services	1,771,265	1,723,660	1,723,660	1,793,480	69,820	4.1%
Other Services & Supplies	107,131	145,330	145,330	158,597	13,267	9.1%
TOTAL BUDGET	\$ 2,278,651	\$ 2,290,976	\$ 2,302,988	\$ 2,370,136	\$ 79,160	3.5%

 PERFORMANCE MEASUREMENT	HISTORICAL AVERAGE	2017 ESTIMATE	2018 PROJECTED
Average Arraignment Processing Time (Minutes)	50	48	48
Cost Per Dollar Collected (\$)	\$1.05*	\$1.40	\$1.40
Percentage of Cases Closed Prior to Arraignment (%)	98%	99%	99%
Total Number of Court Cases	4,331	1,345	2,00
*3-Year Historical Average			

PRIOR-YEAR ACCOMPLISHMENTS



CITY SERVICES

- Hosted a regional training for Tyler Incode court software.
- Partnered with ACSO on access for accident reports for the court to reduce work load for courts and records department at ACSO.
- Provided an on line look up for court cases for the public.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- Worked with Youth Commission to expand Teen Court by recruiting within the schools for panel participants.



ECONOMIC HEALTH

- Reduced cost and improved efficiency as a result of going paper lite.



ENVIRONMENT

- The court continues to save resources by changing process to implement a paper lite court.

GOALS AND OBJECTIVES



CITY SERVICES

- Provide online look up for the public to access court records such as case number, court dates, etc. during non- business hours.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- Create a summons and complaint that is specific to charges related to Code Compliance.



ECONOMIC HEALTH

- Ensure that the Court is run in a fiscally responsibly manner through Key Performance Measures.



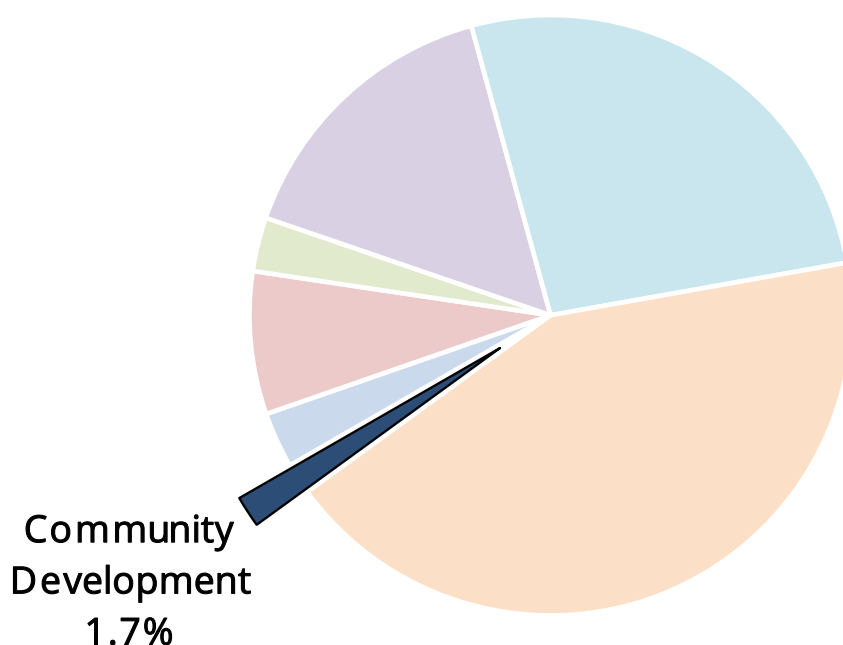
ENVIRONMENT

- Continue to strive to be as paperless a Court as possible as this saves money and the environment.

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.

2018 EXPENDITURES COMMUNITY DEVELOPMENT

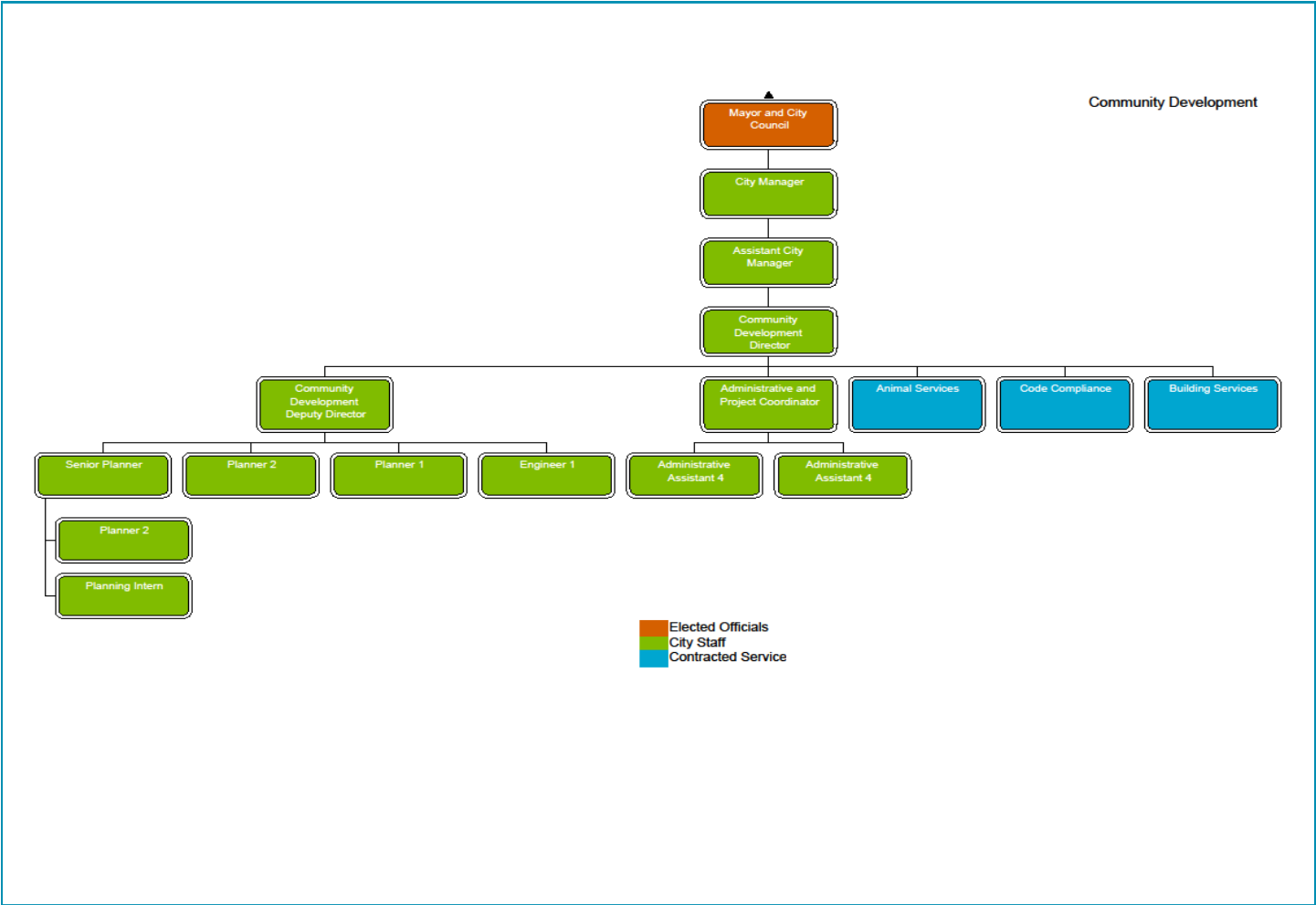


This graph illustrates the percentage of this function's expenditures to the operating budget of the General Fund.

Community Development Total Budget Summary by Category

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Personnel Services	\$ 393,038	\$ 423,189	\$ 436,179	\$ 480,488	\$ 57,299	13.5%
Contracted Services	448,905	464,617	464,617	474,350	9,733	2.1%
Other Services & Supplies	140,475	76,000	274,574	76,000	-	0.0%
TOTAL BUDGET	\$ 982,418	\$ 963,806	\$ 1,175,370	\$ 1,030,838	\$ 67,032	7.0%

Community Development Organizational Chart



Community Development Staff and Contracted Resources Summary

	2016 Actual FTE	2017 Amended FTE	2018 Budget FTE	2017 / 2018 Difference
Community Development	4.00	4.00	4.00	-
Code Compliance	3.75	4.00	4.00	-
TOTAL	7.75	8.00	8.00	-

COMMUNITY DEVELOPMENT ADMINISTRATION

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 Community Development 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.
- Enforces Animal Control regulations to protect the health, safety and quality of life of Centennial citizens and the welfare of animals. Promotes responsible pet ownership through public education and enforcement of laws pertaining to domestic animals.

Community Development Administration


Budget Detail

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget	
					\$ Chg	% Chg
Personnel Services:						
Salaries and Wages	\$ 288,431	\$ 324,377	\$ 336,989	\$ 353,238	\$ 28,861	8.9%
Benefits	104,607	98,812	99,190	127,250	28,438	28.8%
Subtotal - Personnel Services	\$ 393,038	\$ 423,189	\$ 436,179	\$ 480,488	\$ 57,299	13.5%
Other Services & Supplies:						
Professional Services	\$ 56,249	\$ 56,000	\$ 187,751	\$ 56,000	-	0.0%
Project Specific	83,177	-	66,823	-	-	-
Subtotal - Other Services & Supplies	\$ 139,426	\$ 56,000	\$ 254,574	\$ 56,000	\$ -	0.0%
TOTAL BUDGET	\$ 532,464	\$ 479,189	\$ 690,753	\$ 536,488	\$ 57,299	12.0%

Community Development Administration

Budget Summary by Category

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Personnel Services	\$ 393,038	\$ 423,189	\$ 436,179	\$ 480,488	\$ 57,299	13.5%
Other Services & Supplies	139,426	56,000	254,574	56,000	-	0.0%
TOTAL BUDGET	\$ 532,464	\$ 479,189	\$ 690,753	\$ 536,488	\$ 57,299	12.0%

 PERFORMANCE MEASUREMENT	2016 ACTUAL	2017 ESTIMATE	2018 PROJECTED
Land Use Fund Annual Expenses	\$3,978,514	\$2,981,966	\$2,912,091
Land Use Fund Annual Revenue (Excluding Use Tax Transfer)	\$4,901,939	\$3,185,640	\$3,113,000
Land Use Fund Budget Covered by Revenue (%)	100%	100%	100%
Number of Customer Surveys	3,926	2,380	2,500
Number of Presentations to City Council	32	36	32
Number of CenCON Meetings	2	2	3
Number of Public Education/Community Workshops	22	33	40
Number of District/HOA Meetings Attended	9	5	9
Number of Customer Service Training Workshops	2	4	2
Number of Parks Improved	8	4	3

PRIOR-YEAR ACCOMPLISHMENTS



CITY SERVICES

- Maintained a high level of accountability and productivity in the delivery of services by monitoring and developing performance measurements for each division, including Key Performance Measures program and customer service surveys.
- Continued to identify business process enhancements in each division to provide continual process improvements.



COMMUNITY QUALITY
OF LIFE / CITIZEN
ENGAGEMENT

- Started the Centennial NEXT Comprehensive Plan update.
- Started the Trails and Recreation Plan update.
- Supported the Open Space program to fund trail enhancements to improve recreational opportunities within the City.
- Continued administration of the Neighborhood Park Program Grant awarding two (2) grants to assist with the rejuvenation of neighborhood parks.



ECONOMIC HEALTH

- 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 the budget.
- Actively participated on the Annexation Team to pursue annexation opportunities.
- Adopted new enhanced design standards for the Central Arapahoe Road Corridor to improve the look and economic health of the corridor.

GOALS AND OBJECTIVES



CITY SERVICES

- Maintain a high level of accountability and productivity in the delivery of services by developing and monitoring performance measurements for each division, including KPM Program, and customer service surveys.
- Ensure successful roll-out of Tyler Technologies EnerGov software, including online permitting, licensing and inspections.
- Continue to identify business process enhancements in each division to provide continual process improvements.



COMMUNITY QUALITY
OF LIFE / CITIZEN
ENGAGEMENT

- Support the Open Space program to fund trail enhancements to improve recreational opportunities within the City.
- Complete engineering design of the East-West Trail and construction of the Lone Tree Creek Trail.
- Contribute to the addition of more retail businesses in the City through developments and annexations.
- Propose modifications to the Land Development Code to implement recommendations and initiatives from the Centennial NEXT Comprehensive Plan update.



ECONOMIC HEALTH

- Maintain a lean, transparent, responsive, and fiscally responsible department by tracking and meeting performance measurements, improving business processes, performing customer service surveys, and operating within the budget.
- Actively participate on the Annexation Team to pursue annexation opportunities.

CODE COMPLIANCE

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.

Code Compliance Budget Detail

	2016 Actual	2017 Adopted	2017 Revised	2018 Budget	2017 Adopted/ 2018 Budget	
					\$ Chg	% Chg
Contracted Services:						
Code Compliance	\$ 448,905	\$ 464,617	\$ 464,617	\$ 474,350	\$ 9,733	2.1%
Subtotal - Contracted Services	\$ 448,905	\$ 464,617	\$ 464,617	\$ 474,350	\$ 9,733	2.1%
Other Services & Supplies:						
Professional Services	\$ 1,049	\$ 20,000	\$ 20,000	\$ 20,000	-	0.0%
Subtotal - Other Services & Supplies	\$ 1,049	\$ 20,000	\$ 20,000	\$ 20,000	-	0.0%
TOTAL	\$ 449,954	\$ 484,617	\$ 484,617	\$ 494,350	\$ 9,733	2.0%


Budget Highlights - 2018 Budget

Code Compliance services are provided by a third-party contractor. The 2018 Budget includes an increase pursuant to the contract terms.

\$ 9,733

Code Compliance Budget Detail

	2015 Actual	2016 Adopted	2016 Revised	2017 Budget	2017 Adopted/ 2018 Budget	
					\$ Chg	% Chg
Contracted Services	\$ 448,905	\$ 464,617	\$ 464,617	\$ 474,350	\$ 9,733	2.1%
Other Services & Supplies	1,049	20,000	20,000	20,000	-	0.0%
TOTAL	\$ 449,954	\$ 484,617	\$ 484,617	\$ 494,350	\$ 9,733	2.0%

 PERFORMANCE MEASUREMENT	HISTORICAL AVERAGE*	2017 ESTIMATE	2018 PROJECTED
Average Number of Calendar Days Cases are Open	45	45	45
Average Number of Days Until Inspection	3	3	3
Cases Initiated by Citizens (%)	77	69	70
Cases Initiated by Officers (%)	23	31	30
Contract Compliance Rate (%)	100	100	100
Customer Satisfaction Rating (%)	80	80	80
Percentage of Violations Closed After Friendly Reminder (%)	60	60	60
*3-Year Historical Average			

PRIOR-YEAR ACCOMPLISHMENTS



CITY SERVICES

- Participated in customer service surveys to enhance service delivery.
- Assessed and recommended code updates regarding stockpiling, inoperable vehicles, trash cans, and dead/dangerous trees on private property.
- Enhanced business services by enhancing the sign removal program with technological advances.
- Facilitated third annual Noxious Weed workshop in collaboration with the Department of Agriculture.
- Attended local and national educational conferences to improve staff knowledge, skills and abilities.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- Educated neighborhoods, City Council, and Centennial 101 participants on Code Compliance service.
- Staffed a variety of events, including Public Works Week, Touch-a-Truck, National Night Out and other neighborhood activities.
- Conducted proactive outreach to campaign offices to encourage the correct placement of signage.
- Facilitated third annual free chip and mulch event to encourage citizens to prune overhanging vegetation obstructing public right-of-ways.



ECONOMIC HEALTH

- Maintained a high quality service that is efficient, transparent, fiscally responsible and responsive by meeting, tracking and reporting key performance measures.
- Educated new and established retail businesses on the placement of temporary signs to ensure compliance and maximum visibility.
- Partnered with Department of Agriculture to hold a free noxious weed workshop for Centennial citizens to learn how to eradicate noxious weeds on their property.
- Partnered with the City, Terracare, SSPRD and APRD to facilitate a free clean-up event.



ENVIRONMENT

- Educated new and established retail businesses and campaign offices on the temporary sign code to enable them to reduce sign pollution.
- Offered free mulch from the chip and mulch event which helped keep debris out of the landfills as part of the sustainability measures.
- Maintained a paperless record keeping management system as part of the sustainability measures.

GOALS AND OBJECTIVES



CITY SERVICES

- Continue to participate in customer service surveys to enhance service delivery.
- Continue to assess and make recommendations to update codes to reflect the changing community.
- Continue to seek innovative ways to enhance business services.
- Continue to develop the knowledge, skills, and abilities of staff through professional association trainings.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- Continue to create opportunities to facilitate presentations and workshops on Code Compliance processes and City Codes.
- Continue to develop annual clean-up programs.
- Continue to proactively reach out to local businesses and campaign offices with sign regulation education.
- Continue to staff a booth at civic events, National Night Out, neighborhood events, or other outreach events to foster partnerships within the community.
- Continue to enhance webpages with innovative presentations.



ECONOMIC HEALTH

- Continue to deliver high-quality services that are transparent, fiscally responsible and responsive by meeting, tracking, and reporting performance measures.
- Continue to educate new and established retail businesses on the placement of temporary signs to ensure maximum visibility.
- Identify opportunities to partner with service organizations and businesses on community revitalization and beautification projects.



ENVIRONMENT

- Continue to educate new and established retail businesses on the temporary sign code to enable them to reduce sign pollution.
- Continue to maintain a paperless record keeping management system for code cases and explore additional sustainability solutions.
- Continue to offer recycle and clean-up events as possible sustainability solutions.



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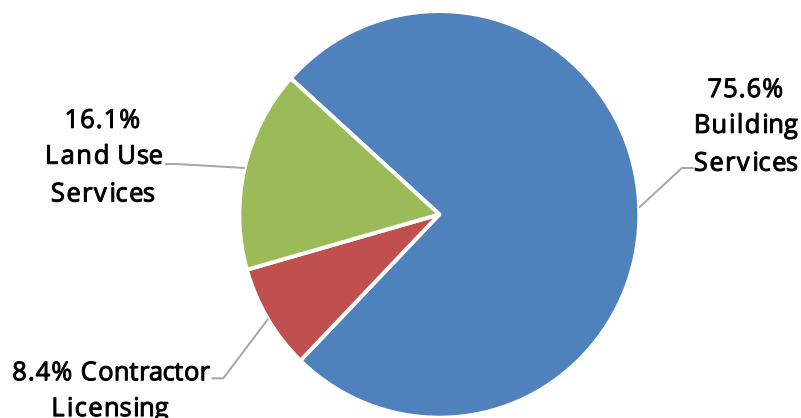
LAND USE FUND



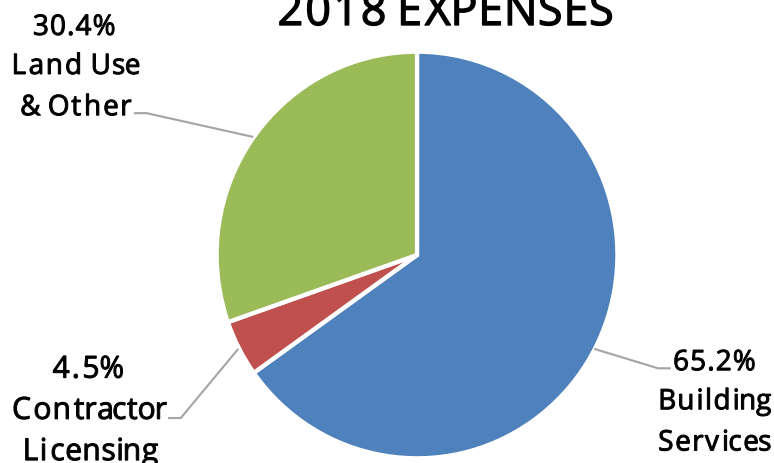
LAND USE

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.

2018 REVENUES



2018 EXPENSES



Land Use Fund

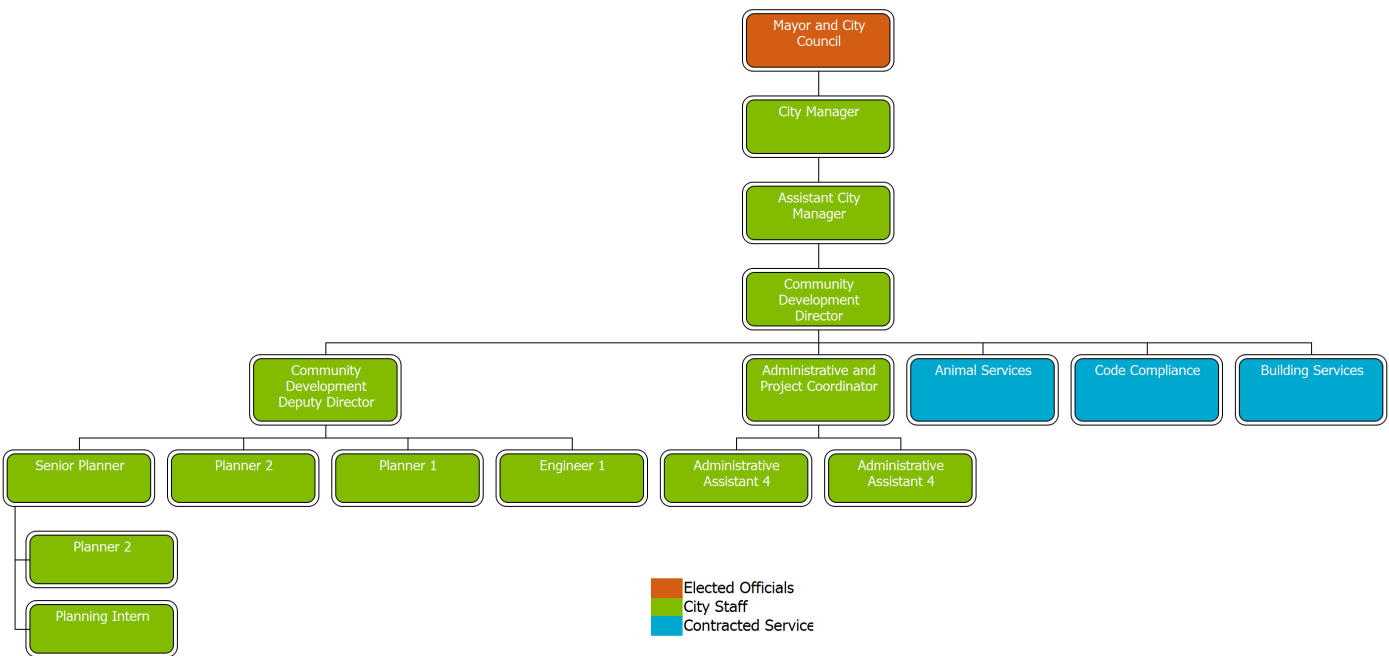
Budget Summary by Category

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Personnel Services	\$ 475,557	\$ 519,011	\$ 533,773	\$ 535,552	\$ 16,541	3.2%
Contracted Services	2,529,125	2,100,596	2,388,096	2,602,100	501,504	23.9%
Other Services & Supplies	217,469	292,484	330,492	354,070	61,586	21.1%
TOTAL BUDGET	\$ 3,222,151	\$ 2,912,091	\$ 3,252,361	\$ 3,491,722	\$ 579,631	19.9%

Land Use Fund

Organizational Chart

Land Use Fund



Land Use Fund

Staff and Contracted Resources Summary

	2016 Actual FTE	2017 Amended FTE	2018 Budget FTE	2017 / 2018 Difference
Current Planning	6.00	6.00	6.00	-
Engineering - Contracted	1.00	1.00	1.00	-
Building - Contracted	8.00	9.00	9.00	-
TOTAL	15.00	16.00	16.00	-

Land Use Fund

2016—2018 Summary of Revenues

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget	
					\$ Chg	% Chg
REVENUES						
Building Services:						
Building Permit Fees	\$ 2,302,783	\$ 1,950,000	\$ 2,100,000	\$ 2,228,270	\$ 278,270	14.3%
Building Plan Review Fees	725,644	450,000	650,000	651,120	201,120	44.7%
Subtotal Building Services	\$ 3,028,427	\$ 2,400,000	\$ 2,750,000	\$ 2,879,390	\$ 479,390	20.0%
Contractor Licensing:						
Transit Shelter Administration	\$ 257,549	\$ 235,000	\$ 285,000	\$ 250,360	\$ 15,360	6.5%
	69,300	66,000	66,000	69,300	3,300	5.0%
Subtotal Contractor Licensing	\$ 326,849	\$ 301,000	\$ 351,000	\$ 319,660	\$ 18,660	6.2%
Permits/Plan Review:						
Land Development Applications	\$ 365,713	\$ 200,000	\$ 280,000	\$ 280,380	\$ 80,380	40.2%
Misc. Engineering Permits (ROW)	1,406	10,000	10,000	9,100	(900)	-9.0%
Construction Drawings (CD)	68,100	60,000	60,000	56,130	(3,870)	-6.5%
Subdivision Improvement Agreement	30,000	15,000	15,000	24,000	9,000	60.0%
Site Inspections	74,510	20,000	20,000	53,290	33,290	166.5%
Sign Permits	94,169	50,000	50,000	76,230	26,230	52.5%
Fence Permits	18,429	5,000	5,000	12,100	7,100	142.0%
CMRS Permits	24,300	12,000	12,000	23,100	11,100	92.5%
Legal Services - Review of AWOs	43,200	40,000	40,000	40,170	170	0.4%
Other Revenue	69,680	-	-	37,280	37,280	-
Subtotal Permits/Plan Review	\$ 789,507	\$ 412,000	\$ 492,000	\$ 611,780	\$ 199,780	48.5%
TOTAL REVENUES	\$ 4,144,783	\$ 3,113,000	\$ 3,593,000	\$ 3,810,830	\$ 697,830	22.4%

Land Use Fund

2016—2018 Summary of Expenditures & Other Financing Sources (Uses)

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
EXPENSES						
Personnel Services:						
Salaries and Wages	\$ 348,036	\$ 368,634	\$ 382,966	\$ 368,634	\$ -	0.0%
Benefits	127,521	\$ 150,377	\$ 150,807	\$ 166,918	16,541	11.0%
Subtotal Personnel Services	\$ 475,557	\$ 519,011	\$ 533,773	\$ 535,552	\$ 16,541	3.2%
Contracted Services:						
Permitting and Inspections						
Building Services	\$ 2,278,499	\$ 1,800,000	\$ 2,062,500	\$ 2,200,000	\$ 400,000	22.2%
Home Improvement Program Incentive	5,461	10,000	10,000	10,000	-	0.0%
Subtotal Permitting and Inspections	\$ 2,283,960	\$ 1,810,000	\$ 2,072,500	\$ 2,210,000	\$ 400,000	22.1%
Contractor License Administration						
Contractor License Administration	\$ 124,070	\$ 117,500	\$ 142,500	\$ 130,000	\$ 12,500	10.6%
Bus/Bench Maintenance	11,100	16,200	16,200	12,700	(3,500)	-21.6%
Land Use Fund Administration	135,170	\$ 133,700	158,700	142,700	9,000	6.7%
Bus Bench Repair/Replacement	-	9,400	9,400	9,400	-	0.0%
Subtotal Contractor Licensing	\$ 135,170	\$ 143,100	\$ 168,100	\$ 152,100	\$ 9,000	6.3%
Permits/Plan Review						
Legal Services - Review of AWOs	\$ 43,816	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	0.0%
Subtotal Permits/Plan Review	\$ 43,816	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	0.0%
Temporary Personnel						
Legal Services - General	\$ 66,179	\$ 97,496	\$ 97,496	\$ 90,000	\$ (7,496)	-7.7%
Annexations	-	-	-	100,000	100,000	-
Subtotal Contracted Services	\$ 2,529,125	\$ 2,100,596	\$ 2,388,096	\$ 2,602,100	\$ 401,504	19.1%

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Other Services & Supplies:						
Professional Services	\$ 61,461	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	0.0%
Professional Engineering Services	-	35,000	35,000	35,000	-	0.0%
Professional Planning Services	-	30,000	30,000	30,000	-	0.0%
Payroll Processing	1,579	4,000	4,000	2,000	(2,000)	-50.0%
Personnel Services:						
Raise Pool	-	3,029	8,037	22,200	19,171	632.9%
Purchased Non-Capital Equipment	5,501	-	-	-	-	-
Equipment/Building - Rental, Repair, Maintenance	7,065	21,300	21,300	21,300	-	0.0%
Postage & Courier Services	6	1,000	1,000	1,000	-	0.0%
Printing & Publishing Services	1,231	5,000	5,000	5,000	-	0.0%
Office Supplies	3,878	11,455	11,455	8,000	(3,455)	-30.2%
Software Supplies	38,415	62,135	62,135	50,000	(12,135)	-19.5%
Publications and Subscriptions	418	3,000	3,000	3,000	-	0.0%
Dues and Memberships	2,543	3,145	3,145	3,350	205	6.5%
Meetings/Training/Travel	14,183	26,200	26,200	30,000	3,800	14.5%
Vehicle Fuel & Maintenance Supplies	92	1,500	1,500	1,500	-	0.0%
Depreciation - Equipment & Vehicles	4,004	-	-	-	-	-
Bank/Merchant Processing	52,561	40,000	70,000	90,000	50,000	125.0%
Office Rent	9,720	9,720	9,720	9,720	-	0.0%
P & Z Commission	4,920	-	-	-	-	-
Recordation Fees	9,892	6,000	9,000	12,000	6,000	100.0%
Subtotal Other Services & Supplies	\$ 217,469	\$ 292,484	\$ 330,492	\$ 354,070	\$ 61,586	21.1%
TOTAL EXPENSES	\$ 3,222,151	\$ 2,912,091	\$ 3,252,361	\$ 3,491,722	\$ 479,631	16.5%
REVENUES OVER (UNDER) EXPENSES	\$ 922,632	\$ 200,909	\$ 340,639	\$ 319,108	\$ 118,199	58.8%
OTHER FINANCING SOURCES (USES)						
Transfers In - Gen. Fund Use Tax	\$ 971,439	\$ 412,000	\$ 412,000	\$ 828,050	\$ 416,050	101.0%
Transfers In (Out) - Gen. Fund Transfer	(1,894,070)	(612,909)	(752,639)	(1,147,158)	(534,249)	-87.2%
TOTAL OTHER FINANCING SOURCES (USES)	\$ (922,632)	\$ (200,909)	\$ (340,639)	\$ (319,108)	\$ (118,199)	-58.8%
NET CHANGE IN FUND BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	-
FUND BALANCE -						
BEGINNING OF YEAR	\$ -	\$ -	\$ -	\$ -	\$ -	-
FUND BALANCE - END OF YEAR	\$ -	\$ -	\$ -	\$ -	\$ -	-

Land Use Fund


Budget Highlights

Budget Highlights - 2018 Budget	
Software Supplies decreased \$12,135 in the 2018 Budget. The reduction is due to savings in software costs in 2018.	\$ (12,135)
Merchant Processing and Telecheck Fees increased \$50,000 in the 2018 Budget due to increased fees incurred for the cost of credit card payment processing.	\$ 50,000
Recordation Fees increased \$6,000 in the 2018 Budget to reconcile costs associated with fees with Arapahoe County. The costs of this line item are offset by fee revenues.	\$ 6,000
Annexations added new funding in the amount of \$100,000 in the 2018 Budget for costs associated with future annexations into the City.	\$ 100,000
Building Services increased \$400,000 in the 2018 Budget due to anticipated increases in developments in 2018.	\$ 400,000

CURRENT PLANNING

The Current Planning Division is responsible for the administration of the City of Centennial's Land Development Code, including the review and processing of land development applications and other development orders in the zoning code, such as fence and sign permits, CMRS permits, development permits, and zoning clearance. The Current Planning Division also provides support to other Divisions and Departments within the City, including zoning compliance checks of building permits, business and sales tax licenses, and liquor licenses, as well as the Planning and Zoning Commission.

The Division also conducts engineering review of land use applications, the review and approval of site civil construction documents and development permits, and inspections related to the construction of improvements associated with new development. In conjunction with the Southeast Metro Stormwater Authority (SEMSWA), the Division is responsible for inspection and acceptance of new public improvements associated with land use cases and is also responsible for coordination of City services with SEMSWA.

 PERFORMANCE MEASUREMENT	HISTORICAL AVERAGE	2017 ESTIMATE	2018 PROJECTED
Average Number of Calendar Days Until 1st Review Completion	28	27	23
Average Number of Calendar Days Until 2nd Review Completion	21	18	14
Average Number of Days Until 3rd Review Completion	14	4	7
Average Number of Calendar Days Until 1st Review Completion	28	21	24
Average Number of Calendar Days Until 2nd Review Completion	21	12	11
Average Number of Days Until 3rd Review Completion	14	4	4
Rapid Review Average Permit Processing Time	20	22	20
Total Number of Land Use Applications	70	72	55
Total Number of Pre-Submittal Applications Approved	60	63	55

PRIOR-YEAR ACCOMPLISHMENTS



CITY SERVICES

- 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.
- Monitored citizen and customer service expectations and satisfaction through customer service surveys. Implemented improvements based upon customer suggestions.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- Kept citizens and stakeholders informed about development and other projects with meetings and workshops. Encouraged citizen participation in the current planning process through community meetings.
- Supported neighborhoods by providing residents with information by attending four HOA meetings and two CenCON meetings.
- Supported neighborhoods and community by attending 43 meetings to provide residents with relevant and useful information about Current Planning services.



ECONOMIC HEALTH

- 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 100 percent of submittals electronically.
- Pursued opportunities for strategic annexations into the City.
- Adopted new enhanced design standards for the Central Arapahoe Road Corridor to improve the look and economic health of the corridor.



ENVIRONMENT

- Monitored ordinances for environmentally sound practices.
- Accepted 100 percent of submittals electronically.

GOALS AND OBJECTIVES



CITY SERVICES

- 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.
- Monitor citizen and customer service expectations and satisfaction through customer service surveys. Implement improvements based upon customer suggestions.
- Ensure successful roll-out of Tyler Technologies EnerGov software, including online permitting, licensing and inspections.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- Continue to keep citizens and stakeholders informed about development and other projects with meetings and workshops. Encourage citizen participation in the current planning process through community meetings.
- Support neighborhoods by providing residents with information by attending HOA meetings and CenCON meetings.
- Support neighborhoods and community by attending meetings to provide residents with relevant and useful information about Planning and Engineering services.
- Propose modifications to the Land Development Code to implement recommendations and initiatives from the Centennial NEXT Comprehensive Plan update.



ECONOMIC HEALTH

- 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.
- Pursue opportunities for strategic annexations into the City.




ENVIRONMENT

- Monitor ordinances for environmentally sound practices.
- Accept 100 percent of submittals electronically.

BUILDING

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.

 PERFORMANCE MEASUREMENT	HISTORICAL AVERAGE	2017 ESTIMATE	2018 PROJECTED
Average Rapid Review Customer Wait Time (Minutes)	5.0	11	58
Average Rapid Review Permit Processing Time (Minutes)	30.0	15	20
Total Number of Inspections	22,887*	18,500	17,100
Total Number of Permits Issued	7,700*	6,500	6,00
* 3-Year Historical Average			

PRIOR-YEAR ACCOMPLISHMENTS



CITY SERVICES

- Pursued additional International Code Council (ICC) Certifications and Educational Training for Building Official, Inspectors and Permit Technicians.
- City representation at the ICC Colorado Chapter Meetings and Programs.
- Training Permit Techs for ICC B1 Certification (Residential Building) to improve front-counter services.
- Commenced "Code Consistency" training program for Inspectors.
- Continued to institute best management practices on inspection programs (including quality control).
- Instituted Records Management Program.
- Worked on the eCLPs/EnerGov project to deliver a proficient online permitting software program.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- Participant in the Centennial 101 Program Leadership Academy.
- Conducted two homeowner workshops over the summer for decks and basement finishes.
- Collaborated with the City's fire districts (South Metro, Cunningham and Littleton) to deliver the Summer Safety program with over 200 participants.
- Instituted Customer Service initiatives to improve service delivery on the front-line and in the field.
- Instituted construction inspection programs to clarify expectations (pre-construction meetings) and to assist with coordination of external agencies.



ECONOMIC HEALTH

- Continued to improve inspection programs (e.g. Temporary Certificate of Occupancy, inspection practices, inspection recordation) to improve efficiencies and meet deadlines for large scale developments.
- Worked with Community Development to deliver necessary economic development data.
- Worked on eCLPs/EnerGov to ultimately improve operational efficiencies for permits, plan reviews, and inspections.
- Streamlined Certificate of Occupancy procedures for new structures.



ENVIRONMENT

- Implemented an Electronic Plan Submission policy to reduce paper plans.
- Participated in the Proof is Possible U.S. Tour designed to educate public regarding energy diagnostics and efficiencies for homes.
- Created a stronger energy efficiency inspection program per the 2015 International Energy Conservation Code.
- Worked on eCLPs/EnerGov to develop an online permitting and plan review program. Upon completion, it will be web-based, thus eliminating drives to Centennial Civic Center.

GOALS AND OBJECTIVES



CITY SERVICES

- Maintain high level of accountability and productivity by consistently meeting all performance measurements.
- Continue to monitor citizen and customer input and expectations through customer surveys and maintain high level of customer satisfaction.
- Continue to expand the Building Services SOP Manual and implementing best practices.
- Continue working on EnerGov to deliver a robust permit and data system that is innovative, effective and efficient.
- Continue to improve City's Building Services webpages simplifying access to critical public information.
- Continue record conversion project.



COMMUNITY QUALITY
OF LIFE / CITIZEN
ENGAGEMENT

- Support neighborhoods by providing residents with relevant and useful information about Building Services by facilitating community workshops and attending HOA, CenCON, and City Council District meetings.
- Deliver a comprehensive public outreach/training program for EnerGov online.
- Work with Community Development to address dangerous buildings and code management.
- Work with Arapahoe County Sheriff's Office to educate residents on scam contractors.
- Continue to build strong partnership with all three fire protection providers, SEMSWA, and Tri-County Health.
- Continue to improve the delivery of Emergency Management within the community.



ECONOMIC HEALTH

- Continue working on EnerGov to deliver and implement a permit and data system that is innovative, effective and efficient.
- Continue to expand the electronic plan program for both residential and commercial projects with an ultimate goal of 100% electronic submission by 2020.
- Support Economic Development by providing crucial data and creating an expedited review process.
- Improve City's Building Services webpages providing ease of access and critical information.
- Continue to work with large scale project contractors to meet construction deadlines through education, inspections and coordination of multiple agencies.



ENVIRONMENT

- Continue the record conversion program to increase electronic accessibility and reduce storage of paper documents.
- Continue to expand the electronic plan submission and review program to reduce paper and streamline operations.
- Continue to configure EnerGov to deliver a web-based program with a strong customer-centric approach to help reduce trips to Centennial Civic Center for permits and plan reviews.



CAPITAL IMPROVEMENT PROGRAM



CAPITAL IMPROVEMENT PROGRAM

Capital Improvement Program Overview

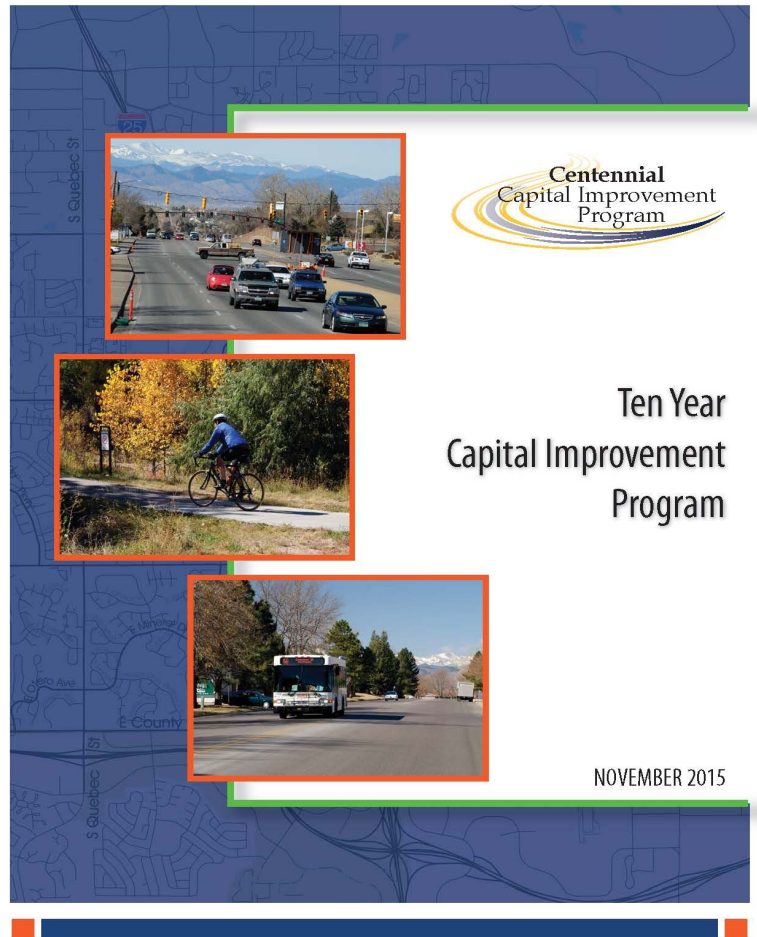
The City of Centennial Capital Improvement Program (CIP) is comprised of three funds: Capital Improvement Fund, Open Space Fund, and Conservation Trust Fund. The program is coordinated by the Public Works Department, while individual projects are managed by members of the Public Works Department and 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 Transportation Master Plan.

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.

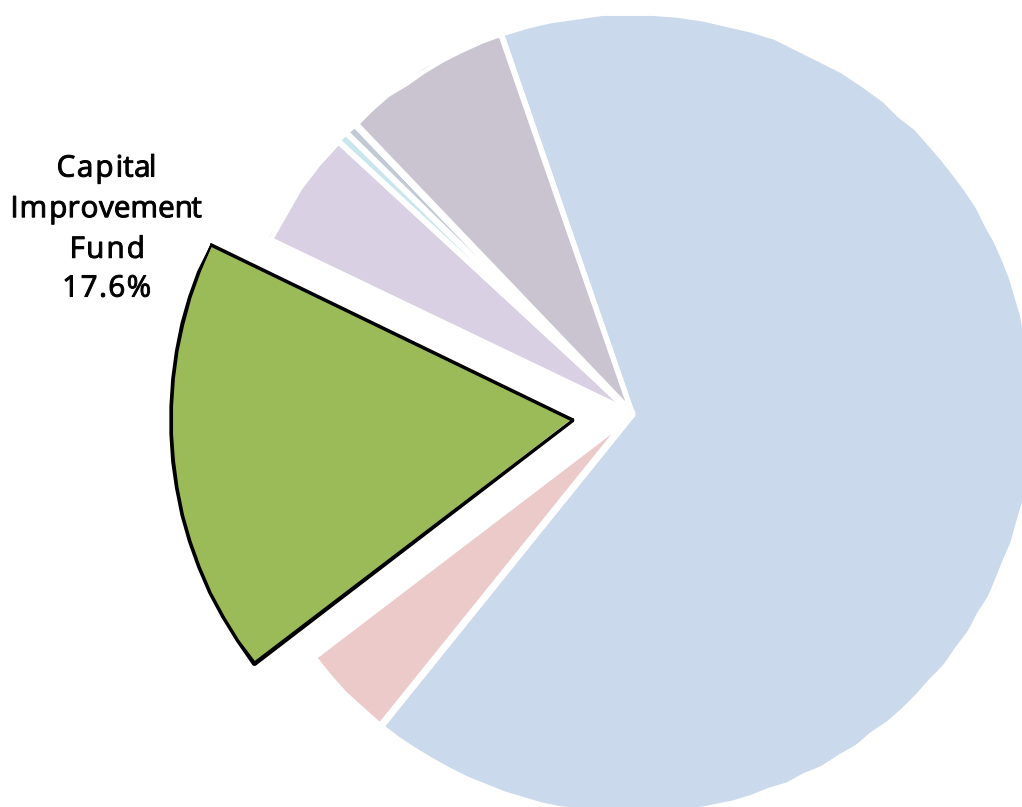
A separate summary for major projects included in the 2018 Budget is included on the following pages. Each project summary contains information pertaining to the project including other funding sources and operational and maintenance costs. The incremental cost of operating and maintaining new capital 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.



CAPITAL IMPROVEMENT FUND

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

2018 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 Category

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Other Services & Supplies	\$ 88,234	\$ 1,611,000	\$ 1,996,217	\$ 905,000	\$ (706,000)	-43.8%
Capital Outlay	24,812,822	14,840,000	33,132,796	15,315,000	475,000	3.2%
TOTAL BUDGET	\$ 24,901,056	\$ 16,451,000	\$ 35,129,013	\$ 16,220,000	\$ (231,000)	-1.4%

Capital Improvement Fund 2016—2018 Summary of Revenues

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
REVENUES						
Federal Grant Revenue	\$ 420,505	\$ -	\$ -	\$ -	-	-
Developer Contributions	366,000	-	-	-	-	-
Other Contributions	430,164	-	-	-	-	-
Pavement Restoration Fees	51,255	44,000	44,000	46,000	2,000	4.5%
Intergovernmental Revenue	748,153	-	465,268	-	-	-
Miscellaneous	-	-	446,602	-	-	-
TOTAL REVENUES	\$ 2,016,077	\$ 44,000	\$ 955,870	\$ 46,000	\$ 2,000	4.5%

Capital Improvement Fund 2016—2018 Reserves

Restricted					
TABOR Emergency Reserves	\$ 686,549	\$ 492,210	\$ 1,025,194	\$ 485,220	
Committed					
Utility Undergrounding	\$ -	\$ -	\$ -	\$ 800,000	
Assigned					
City Infrastructure	29,218,850	29,054,039	18,557,062	18,023,036	
TOTAL FUND RESERVES	\$ 29,905,399	\$ 29,546,249	\$ 19,582,256	\$ 19,308,256	

Capital Improvement Fund

2016—2018 Summary of Expenditures & Other Financing Sources (Uses)

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
EXPENDITURES						
Other Services & Supplies:						
Professional Services						
General Transportation Studies	\$ 43,750	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	-
IT Systems Upgrades	21,784	1,286,000	1,671,217	580,000	(706,000)	-54.9%
Construction Services						
Capital Improvement Program - Contracted Support Services	22,700	275,000	275,000	275,000	-	0.0%
Subtotal Other Services & Supplies	\$ 88,234	\$ 1,611,000	\$ 1,996,217	\$ 905,000	\$ (706,000)	-43.8%
Capital Outlay:						
Fiber Optic Backbone Construction	\$ 590,502	\$ -	\$ 5,109,498	\$ -	\$ -	-
Building Services						
City Buildings - Anticipated & Planned Projects	2,592,953	150,000	158,746	210,000	60,000	40.0%
Building Contingency - Major Repairs	619,839	50,000	328,438	50,000	-	0.0%
Subtotal Building Services	\$ 3,803,294	\$ 200,000	\$ 5,596,682	\$ 260,000	\$ 60,000	30.0%
New Construction						
Streets & Intersections						
TAGAWA Road	\$ -	\$ -	\$ 602,109	\$ -	\$ -	-
Arapahoe Road Design (Waco - Himalaya)	10,410,453	-	869,925	-	-	-
Quincy Avenue Widening Design	-	1,500,000	1,750,000	-	(1,500,000)	-100.0%
Arapahoe Road Operational Study	-	-	500,000	-	-	-
County Line Road Improvements	-	1,350,000	1,350,000	2,100,000	750,000	55.6%
Peakview & Dayton Intersection Improvements	8,723	-	-	-	-	-
Arapahoe Road & I-25 Interchange Construction	-	-	3,375,000	-	-	-
Smoky Hill & Himalaya Intersection Improvements	40,360	-	760,133	-	-	-
Quebec & County Line Turn Lane Design & Construction	89,775	-	160,225	800,000	800,000	-
I-25/County Line Road Improvements	-	-	-	500,000	-	-
Dry Creek and University Intersection Improvements	-	-	-	225,000	-	-
Grant Match Funds/Other	-	75,000	-	75,000	-	0.0%
Community Identification and Wayfinding Program	-	-	60,000	150,000	150,000	-
Subtotal Streets & Intersections	\$ 10,549,311	\$ 2,925,000	\$ 9,427,392	\$ 3,850,000	\$ 925,000	31.6%

Capital Improvement Fund


2016—2018 Summary of Expenditures & Other Financing Sources (Uses)

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Sidewalks						
University Boulevard - Arapahoe Road to						
Dry Creek Infill	\$ -	\$ 20,000	\$ 541,000	\$ -	\$ (20,000)	-100.0%
Dry Creek Light Rail Station	1,408,448	-	386,552	-	-	-
Infill Sidewalk Program	609,845	75,000	74,983	575,000	500,000	666.7%
I-25 and Dry Creek Ped Crossing	-	250,000	250,000	50,000	(200,000)	-80.0%
Subtotal Sidewalks	\$ 2,018,293	\$ 345,000	\$ 1,252,535	\$ 625,000	\$ 280,000	81.2%
Traffic Control & Signals						
Neighborhood Traffic Management Survey						
& Design	\$ -	\$ 150,000	\$ 253,720	\$ 150,000	\$ -	0.0%
Peoria/Briarwood Signal	-	-	264,901	-	-	-
Smoky Hill/Picadilly Signal	-	-	300,000	-	-	-
Yosemite/Mineral Dr. Signal	-	-	-	360,000	-	-
Signal Communication Improvements	283,924	140,000	1,446,098	140,000	-	0.0%
ITS Maintenance	-	30,000	30,000	30,000	-	-
ITS Master Plan	-	-	1,250,000	1,000,000	1,000,000	-
Arterial Travel Time Project	116,638	-	565,650	-	-	-
Subtotal Traffic Signals & Control	\$ 400,562	\$ 320,000	\$ 4,110,369	\$ 1,680,000	\$ 1,360,000	425.0%
Short Term Major Capital Project Reserve	\$ -	\$ 700,000	\$ 1,000,000	\$ 2,000,000	\$ 1,300,000	185.7%
Rehabilitation						
Street Rehabilitation Program	\$ 7,649,423	\$ 10,200,000	\$ 11,273,876	\$ 6,750,000	(3,450,000)	-33.8%
Vista Verde Neighborhood Improvements	336,376	-	-	-	-	-
Arapahoe Road Structure						
over Big Dry Creek	-	100,000	412,505	100,000	-	0.0%
Minor Structures	55,563	50,000	59,437	50,000	-	0.0%
Subtotal Rehabilitation	\$ 8,041,362	\$ 10,350,000	\$ 11,745,818	\$ 6,900,000	\$ (3,450,000)	-33.3%
Subtotal Capital Outlay	\$ 24,812,822	\$ 14,840,000	\$ 33,132,796	\$ 15,315,000	\$ 475,000	3.2%
TOTAL EXPENDITURES	\$ 24,901,056	\$ 16,451,000	\$ 35,129,013	\$ 16,220,000	\$ (231,000)	-1.4%
REVENUES UNDER EXPENDITURES	\$ (22,884,978)	\$ (16,407,000)	\$ (34,173,143)	\$ (16,174,000)	\$ 233,000	1.4%
OTHER FINANCING SOURCES						
Transfers In	\$ 20,824,530	\$ 16,047,845	\$ 23,850,000	\$ 15,900,000	\$ (147,845)	-0.9%
TOTAL OTHER FINANCING SOURCES	\$ 20,824,530	\$ 16,047,845	\$ 23,850,000	\$ 15,900,000	\$ (147,845)	-0.9%
NET CHANGE IN FUND BALANCE	\$ (2,060,448)	\$ (359,155)	\$ (10,323,143)	\$ (274,000)	\$ 85,155	23.7%
FUND BALANCE -						
BEGINNING OF YEAR	\$ 31,965,847	\$ 29,905,404	\$ 29,905,399	\$ 19,582,256	\$ (10,323,148)	-34.5%
FUND BALANCE - END OF YEAR	\$ 29,905,399	\$ 29,546,249	\$ 19,582,256	\$ 19,308,256	\$ (10,237,993)	-34.7%

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.

 PERFORMANCE MEASUREMENT	HISTORICAL AVERAGE	2017 ESTIMATE	2018 PROJECTED
Centerline Street Miles Reconstructed	0.8	0	0
Centerline Street Miles Mill & Overlay	15.4	20.5	11.7
Centerline Street Miles Surface Treated	12.8	1.5	44.0

PRIOR-YEAR ACCOMPLISHMENTS



CITY SERVICES

- Maintained a "Good" pavement condition index in the 70s and 80s range through effective use of roadway treatments.
- Substantially completed construction of the Arapahoe Road—Waco Street to Himalaya Way widening project.
- Completed design for several Capital Improvements Projects.
- Began implementation of the City's first Intelligent Traffic Systems (ITS) Master Plan.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- Continued outreach programs to inform citizens of significant pavement rehabilitation programs.
- Continued to respond, within two (2) business days, to citizen concerns and requests related to on-going or proposed CIP projects.



ECONOMIC HEALTH

- Completed all CIP projects within established budgets.
- Proactively investigated and applied for all eligible grants.



ENVIRONMENT

- Utilized heater-repave construction processes for the mill and overlay of Yosemite Street south of Dry Creek Road, which recycled existing pavement materials, resulting in reductions in the City's carbon footprint and the preservation of natural resources.

GOALS AND OBJECTIVES



CITY SERVICES

- Continue to update and monitor formal performance measures for the Capital Improvement Program.
- Maintain a pavement condition index in the 70s through effective use of various roadway treatments.
- Continue implementation of the City's first ITS Master Plan.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- Continue outreach programs to inform citizens of significant pavement rehabilitation programs.
- Continue to respond to citizen concerns and requests related to ongoing or proposed CIP projects within two (2) business days.



ECONOMIC HEALTH

- Complete all CIP projects within established budgets.
- Proactively investigate and apply for all eligible grants.



ENVIRONMENT

- Investigate pavement recycling materials and other innovative applications to be used as a part of the annual program.

2018–2025 Capital Improvement Program

Project Information

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:

	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL PLANNED FUNDING (2018-2025)
Design and CM:	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 400,000
Land Acquisition:	-	-	-	-	-	-	-	-	-
Construction:	-	-	-	-	-	-	-	-	-
Subtotal:	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 400,000
Funds from other Sources: N/A	-	-	-	-	-	-	-	-	\$ -
	-	-	-	-	-	-	-	-	\$ -

Funding:

City Total Portion	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 400,000
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2017 Accumulated Balance: \$ 39,642
 Total Design & CM Costs: \$ 400,000
 Total Land Acquisition Costs: \$ -
 Total Construction Costs: \$ -

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

PROJECT LOCATION:



2018–2025 Capital Improvement Program

Project Information

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:

	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL PLANNED FUNDING (2018-2025)
Design and CM:	\$ 210,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,260,000
Land Acquisition:	-	-	-	-	-	-	-	-	-
Construction:	-	-	-	-	-	-	-	-	-
Subtotal	\$ 210,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,260,000
Funds from other Sources:	-	-	-	-	-	-	-	-	\$ -
EECBG	-	-	-	-	-	-	-	-	\$ -

Funding:

City Total Portion	\$210,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$1,260,000
2017 Accumulated Balance: \$ 117,053 Total Design & CM Costs: \$1,260,000 Total Land Acquisition Costs: \$ - Total Construction Costs: \$ -										

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:



2018–2025 Capital Improvement Program

Project Information

Project Name: Building Contingency

Project Type: Facilities

First Show n in CIP : 2011

Council District: All

Project Description:

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

Goals Met: City Services, Quality of Life, Environment

ESTIMATED FUNDING SCHEDULE:

	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL PLANNED FUNDING (2018-2025)
Design and CM:	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 400,000
Land Acquisition:	-	-	-	-	-	-	-	-	-
Construction:	-	-	-	-	-	-	-	-	-
Subtotal:	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 400,000
Funds from other Sources: N/A	-	-	-	-	-	-	-	-	\$ -
	-	-	-	-	-	-	-	-	\$ -

Funding:

City Total Portion	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$400,000
	2017 Accumulated Balance: \$286,674								
	Total Design & CM Costs: \$400,000								
	Total Land Acquisition Costs: \$ -								
	Total Construction Costs: \$ -								

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:



2018–2025 Capital Improvement Program

Project Information

Project Name: Grant Match Funds / Other

Project Type: Streets & Intersections

First Shown 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:

	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL PLANNED FUNDING (2018-2025)
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Acquisition:	-	-	-	-	-	-	-	-	-
Construction:	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	600,000
Subtotal:	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 600,000
Funds from other Sources: N/A	-	-	-	-	-	-	-	-	\$ -
	-	-	-	-	-	-	-	-	\$ -

Funding:

City Total Portion	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 600,000
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2017 Accumulated Balance: \$ -
 Total Design & CM Costs: \$ -
 Total Land Acquisition Costs: \$ -
 Total Construction Costs: \$ 600,000
 Total City Project Costs: \$ 600,000

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

PROJECT LOCATION:



2018–2025 Capital Improvement Program

Project Information

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:

[illegible]

Funding:

City Total Portion	\$ 575,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 1,100,000
			2017 Accumulated Balance:	\$	73,407				
			Total Design & CM Costs:	\$	-				
			Total Land Acquisition Costs:	\$	-				
			Total Construction Costs:	\$	1,100,000				

Annual O&M Impacts:

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

PROJECT LOCATION: City-Wide



2018–2025 Capital Improvement Program

Project Information

Project Name: Signal Communication Improvements

Project Type: Various Traffic

First Shown in CIP: 2009

Council District: All

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

Goals Met: City Services, Quality of Life, Environment

ESTIMATED FUNDING SCHEDULE:

	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL PLANNED FUNDING (2018-2025)
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Acquisition:	-	-	-	-	-	-	-	-	-
Construction:	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	1,120,000
Subtotal:	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 1,120,000
Funds from other Sources:	-	-	-	-	-	-	-	-	\$ -
DRCOG, CDOT	-	-	-	-	-	-	-	-	\$ -

Funding:

City Total Portion	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 1,120,000
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2017 Accumulated Balance: \$ 948,768

Total Design & CM Costs: \$ -

Total Land Acquisition Costs: \$ -

Total Construction Costs: \$1,120,000

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:



2018–2025 Capital Improvement Program

Project Information

Project Name: Neighborhood Traffic Management Program
Project Type: Streets and Intersections

First Show n in CIP : 2010

Council District: All

Project Description: City-wide neighborhood traffic management improvements.

Goals Met: City Services, Quality of Life, Environment

ESTIMATED FUNDING SCHEDULE:

	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL PLANNED FUNDING (2018-2025)
Design and CM:	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,200,000
Land Acquisition:	-	-	-	-	-	-	-	-	-
Construction:	-	-	-	-	-	-	-	-	-
Subtotal:	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,200,000
Funds from other Sources:	-	-	-	-	-	-	-	-	\$ -
Local, Federal	-	-	-	-	-	-	-	-	\$ -

Funding:

City Total Portion	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,200,000
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2017 Accumulated Balance: \$ 119,146
 Total Design & CM Costs: \$1,200,000
 Total Land Acquisition Costs: \$ -
 Total Construction Costs: \$ -

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: City-Wide



2018–2025 Capital Improvement Program

Project Information

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:

	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL PLANNED FUNDING (2018-2025)
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Acquisition:	-	-	-	-	-	-	-	-	-
Construction:	6,750,000	6,750,000	6,750,000	6,750,000	6,750,000	6,750,000	6,750,000	6,750,000	54,000,000
Subtotal:	\$ 6,750,000	\$ 6,750,000	\$ 6,750,000	\$ 6,750,000	\$ 6,750,000	\$ 6,750,000	\$ 6,750,000	\$ 6,750,000	\$ 54,000,000
Funds from other Sources: N/A	-	-	-	-	-	-	-	-	\$ -
	-	-	-	-	-	-	-	-	\$ -

Funding:

City Total Portion	\$6,750,000	\$6,750,000	\$6,750,000	\$6,750,000	\$6,750,000	\$6,750,000	\$6,750,000	\$6,750,000	\$6,750,000	\$54,000,000
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2017 Accumulated Balance: \$ 180,410
 Total Design & CM Costs: \$ -
 Total Land Acquisition Costs: \$ -
 Total Construction Costs: \$ 54,000,000

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:



2018–2025 Capital Improvement Program Project Information

Project Name:	County Line Road Widening - University to Broadway		
Project Type:	Streets and Intersections	First Show n in CIP : 2017	Council District: 1

Project Description:	Widening of County Line Road between University and Broadway. Joint project with Douglas County that includes Federal funding. Second of three contributions.
Goals Met:	City Services, Quality of Life, Environment

ESTIMATED FUNDING SCHEDULE:

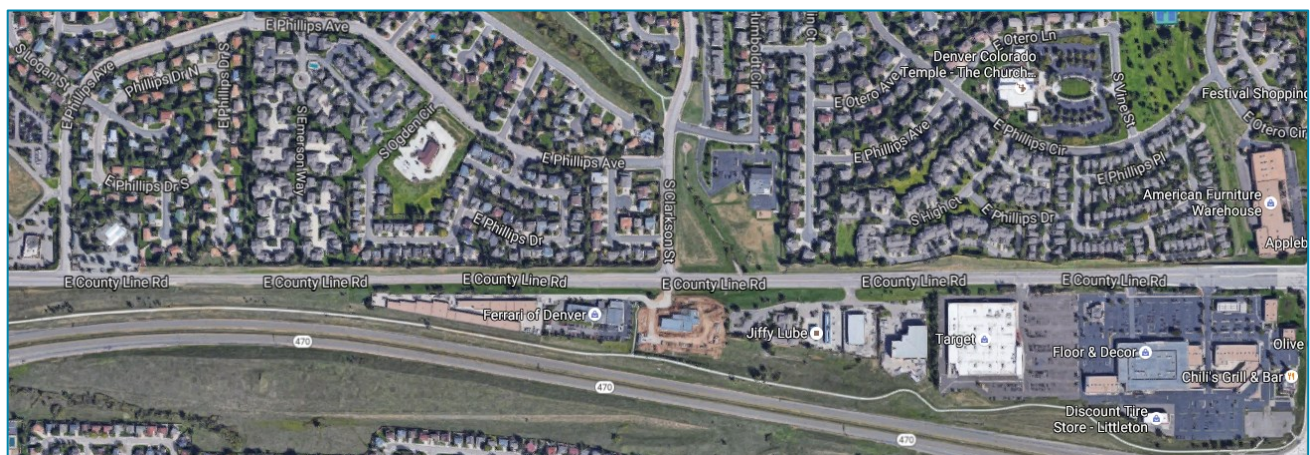
[illegible]

Funding:

City Total Portion	\$ 2,100,000	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,650,000
			2017 Accumulated Balance:	\$ 1,350,000							
			Total Design & CM Costs:	\$ -							
			Total Land Acquisition Costs:	\$ -							
			Total Construction Costs:	\$ 2,650,000							
			Total Other Funds:	\$ 9,600,000							
			Total City Project Costs:	\$ 4,000,000							

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



2018–2025 Capital Improvement Program

Project Information

Project Name: I-25 and County Line Road Improvements

Project Type: First Shown in CIP : 2018

Council District: All

Project Description: Multi-agency initiative to fund improvements at the I-25 and County Line Road interchange. City's project contribution goes to widening the south-bound I-25 off-ramp onto County Line Road.

Goals Met: City Services, Quality of Life, Environment

ESTIMATED FUNDING SCHEDULE:

	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL PLANNED FUNDING (2018-2025)
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Acquisition:	-	-	-	-	-	-	-	-	-
Construction:	500,000	-	-	-	-	-	-	-	500,000
Subtotal:	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Funds from other Sources:	-	-	-	-	-	-	-	-	\$ -
Multi-Agency	-	-	-	-	-	-	-	-	\$ -

Funding:

City Total Portion	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
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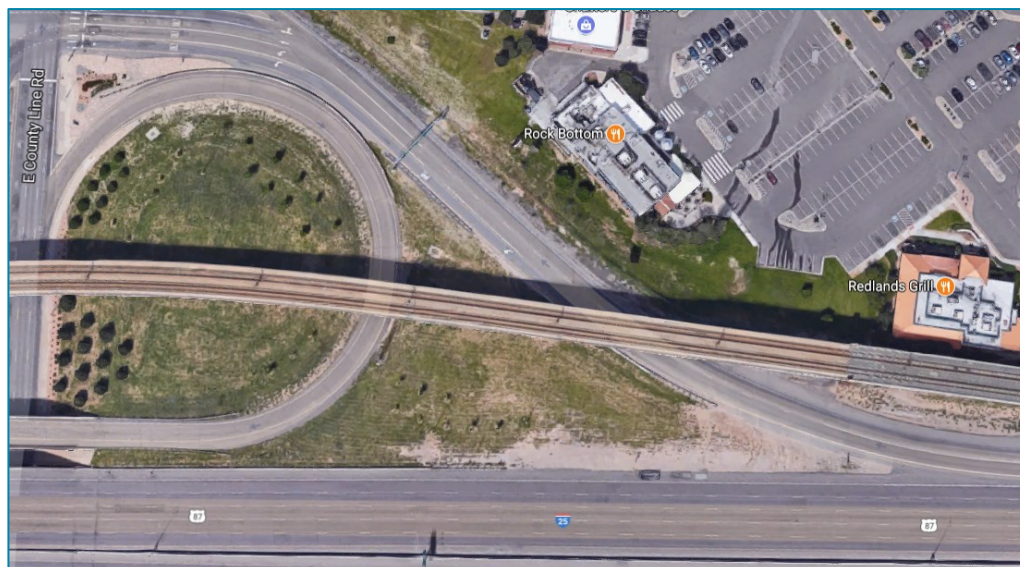
2017 Accumulated Balance:	\$ -
Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 500,000
Total City Project Costs:	\$ 500,000

Annual O&M

Impacts:

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

PROJECT LOCATION:



2018–2025 Capital Improvement Program

Project Information

Project Name: Dry Creek and University Intersection Improvements

Project Type: Rehabilitation - Roadway

First Shown in CIP: 2018

Council District: 2

Project

Description:

Funds to reconstruct the west side of the Dry Creek & University Intersection with new concrete.

Goals Met:

City Services, Quality of Life, Environment

ESTIMATED FUNDING SCHEDULE:

	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL PLANNED FUNDING (2018-2025)
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Acquisition:	-	-	-	-	-	-	-	-	-
Construction:	225,000	-	-	-	-	-	-	-	225,000
Subtotal:	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 225,000
Funds from other Sources:									
Developer Contribution	-	-	-	-	-	-	-	-	\$ -
	-	-	-	-	-	-	-	-	\$ -

Funding:

City Total Portion	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 225,000
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2017 Accumulated Balance: \$ -
 Total Design & CM Costs: \$ -
 Total Land Acquisition Costs: \$ -
 Total Construction Costs: \$ 225,000
 Total City Project Costs: \$ 225,000

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:



2018–2025 Capital Improvement Program

Project Information

Project Name: Quebec & County Line Intersection Improvements

Project Type: Streets and Intersections

First Show n in CIP : 2016

Council District: 3

Project Description: Funds for construction of a southbound right-turn lane from Quebec street to County Line Road. CDOT has awarded grant funding to accelerate the project, which will be received upon project completion.

Goals Met: City Services, Quality of Life, Environment

ESTIMATED FUNDING SCHEDULE:

	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL PLANNED FUNDING (2018-2025)
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Acquisition:	-	-	-	-	-	-	-	-	-
Construction:	800,000	-	-	-	-	-	-	-	800,000
Subtotal:	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 800,000
Funds from other Sources:	-	641,000	-	-	-	-	-	-	\$ 641,000
Developer Contribution	-	-	-	-	-	-	-	-	\$ -

Funding:

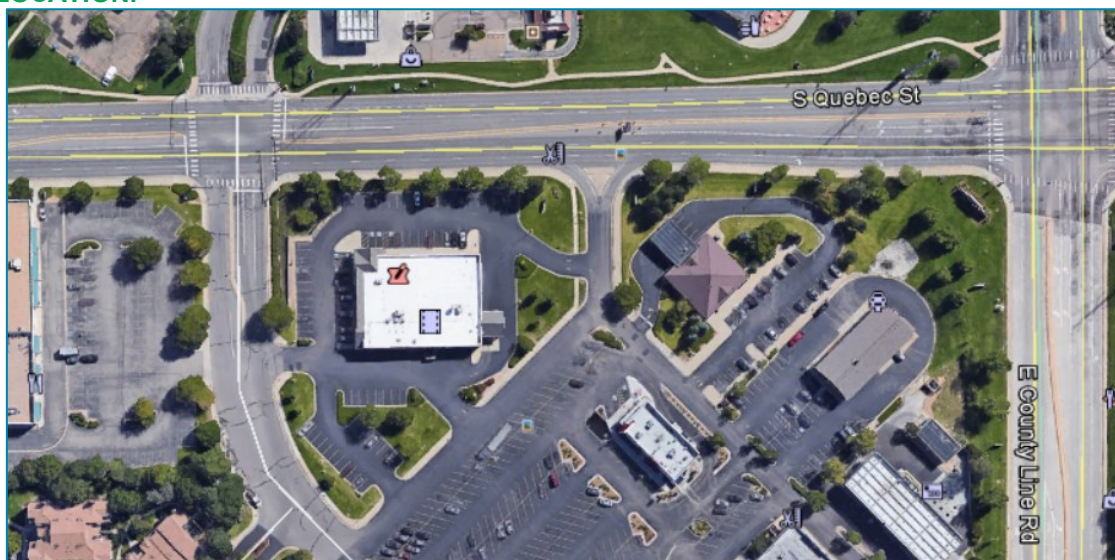
City Total Portion	\$ 800,000	\$(641,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 159,000
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2017 Accumulated Balance: \$ -
 Total Design & CM Costs: \$ -
 Total Land Acquisition Costs: \$ -
 Total Construction Costs: \$ 800,000
 Total Other Funds: \$ 641,000
 Total City Project Costs: \$ 159,000

Annual O&M Impacts:

Additional pavement width will be maintained through the City's annual street rehabilitation program.

PROJECT LOCATION:



2018–2025 Capital Improvement Program

Project Information

Project Name:	I-25/Dry Creek Pedestrian Crossing	
Project Type:	Sidewalks	First Show n in CIP : 2017
		Council District: 3

Project Description: Add multi-use path for crossing and improve connection to light rail station and future trail connections.

Goals Met: City Services, Quality of Life, Environment

ESTIMATED FUNDING SCHEDULE:

	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL PLANNED FUNDING (2018-2025)
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Acquisition:	-	-	-	-	-	-	-	-	-
Construction:	50,000	-	-	-	-	-	-	-	50,000
Subtotal:	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Funds from other Sources:	-	-	-	-	-	-	-	-	\$ -
Developer Contribution	-	-	-	-	-	-	-	-	\$ -

Funding:

City Total Portion	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
	2017 Accumulated Balance: \$ 250,000										
	Total Design & CM Costs: \$ -										
	Total Land Acquisition Costs: \$ -										
	Total Construction Costs: \$ 50,000										
	Total City Project Costs: \$ 300,000										

Annual O&M Impacts: New sidewalk will be maintained through the City's existing General Fund contracts.

PROJECT LOCATION:



2018–2025 Capital Improvement Program

Project Information

Project Name:	Yosemite and Mineral Signal		
Project Type:	Traffic Control and Signals	First Shown in CIP: 2018	Council District: 3

Project Description: New signal installation at the intersection of Yosemite St & Mineral Ave.

Goals Met: City Services, Quality of Life, Environment

ESTIMATED FUNDING SCHEDULE:

	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL PLANNED FUNDING (2018-2025)
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Acquisition:	-	-	-	-	-	-	-	-	-
Construction:	360,000	-	-	-	-	-	-	-	360,000
Subtotal:	\$ 360,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 360,000
Funds from other Sources: N/A	-	-	-	-	-	-	-	-	\$ -
	-	-	-	-	-	-	-	-	\$ -

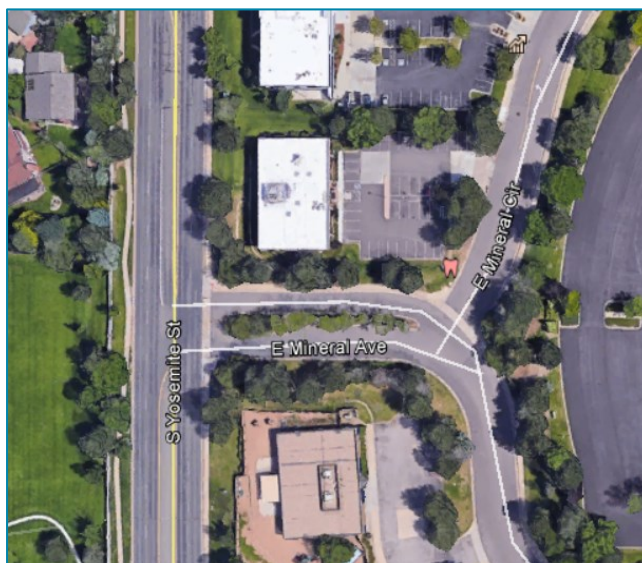
Funding:

City Total Portion	\$ 360,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 360,000
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2017 Accumulated Balance:	\$ -
Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 360,000
Total City Project Costs:	\$ 360,000

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:



2018–2025 Capital Improvement Program

Project Information

Project Name: Arapahoe Road and Big Dry Creek Bridge

Project Type: Rehabilitation - Major Structures

First Show n in CIP : 2014

Council District: 2

Project Description: Fifth of five yearly contributions to a design for 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:

	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL PLANNED FUNDING (2018-2025)
Design and CM:	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Land Acquisition:	-	-	-	-	-	-	-	-	-
Construction:	-	-	-	-	-	-	-	-	-
Subtotal:	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Funds from other Sources:									
Multi-Agency	-	-	-	-	-	-	-	-	\$ 800,000
TBD	-	-	-	-	-	-	-	-	\$ -

Funding:

City Total Portion	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
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2017 Accumulated Balance: \$ 400,000
 Total Design & CM Costs: \$ 100,000
 Total Land Acquisition Costs: \$ -
 Total Construction Costs: \$ -
 Total Other Funds: \$ 800,000
 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:



2018–2025 Capital Improvement Program Project Information

Project Name:	Minor Structures		
Project Type:	Rehabilitation - Minor Structures	First Show n 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.
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Goals Met: City Services, Quality of Life, Environment

ESTIMATED FUNDING SCHEDULE:

[illegible]

Funding:

City Total Portion	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 400,000
			2017 Accumulated Balance:	\$	54,483				
			Total Design & CM Costs:	\$	-				
			Total Land Acquisition Costs:	\$	-				
			Total Construction Costs:	\$	400,000				

Annual O&M Impacts:	Ongoing maintenance will be covered through the Public Works Contract and CIP maintenance funds.
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PROJECT LOCATION:



2018–2025 Capital Improvement Program

Project Information

Project Name: Community Identification Signage

Project Type: First Shown in CIP: 2018

Council District: All

Project Description: Funding identified for a pilot phase implementation of community identification signage at certain points along Arapahoe Road and at the intersection of Orchard Road and Smoky Hill Road.

Goals Met: Quality of Life, Economic Health

ESTIMATED FUNDING SCHEDULE:

	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL PLANNED FUNDING (2018-2025)
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Acquisition:	-	-	-	-	-	-	-	-	-
Construction:	150,000	-	-	-	-	-	-	-	150,000
Subtotal:	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Funds from other Sources: N/A	-	-	-	-	-	-	-	-	\$ -
	-	-	-	-	-	-	-	-	\$ -

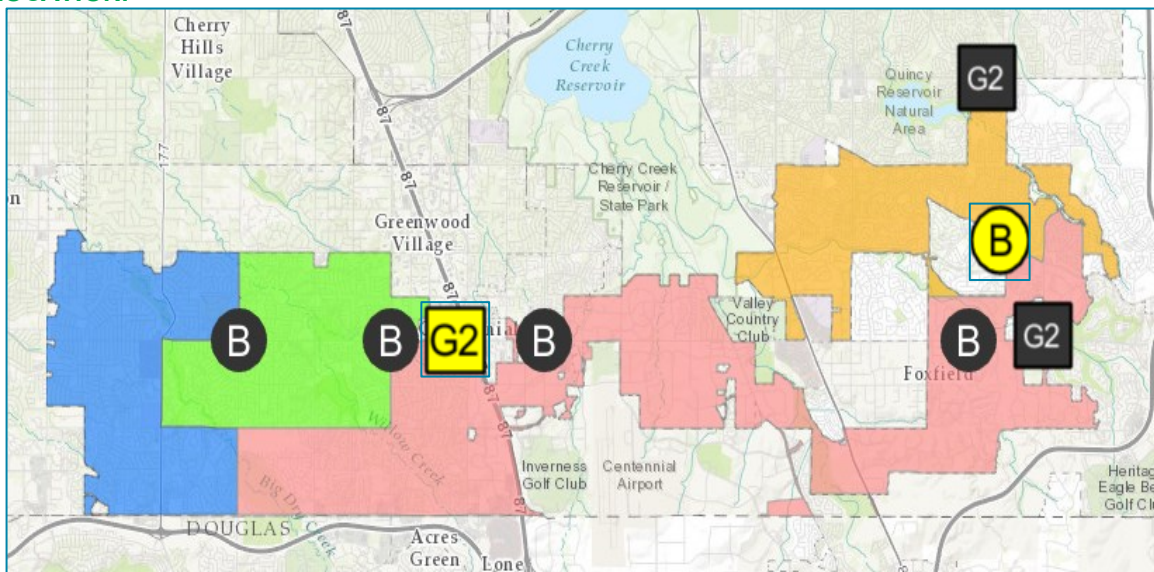
Funding:

City Total Portion \$ 150,000 \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ 150,000

2017 Accumulated Balance: \$ 60,000
 Total Design & CM Costs: \$ -
 Total Land Acquisition Costs: \$ -
 Total Construction Costs: \$ 150,000
 Total City Project Costs: \$ 210,000

Annual O&M Impacts: Ongoing maintenance will be covered through the Public Works Contract and CIP maintenance funds.

PROJECT LOCATION:



"B" icons represent banner signs, while "G2" icons represent secondary gateway pylons.

2018–2025 Capital Improvement Program

Project Information

Project Name: ITS Master Plan

Project Type:

First Show n in CIP : 2016

Council District: All

Project Description:

Continued implementation of the City's ITS Master Plan, including equipment upgrades at traffic signal cabinets, improved traffic monitoring, and continued work to connect traffic signals to the fiber backbone build-out.

Goals Met:

City Services, Economic Health, Quality of Life, Environment

ESTIMATED FUNDING SCHEDULE:

	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL PLANNED FUNDING (2018-2025)
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Acquisition:	-	-	-	-	-	-	-	-	-
Construction:	1,000,000	912,500	2,825,000	-	-	-	-	-	4,737,500
Subtotal:	\$ 1,000,000	\$ 912,500	\$ 2,825,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,737,500
Funds from other Sources: N/A	-	-	-	-	-	-	-	-	\$ -
	-	-	-	-	-	-	-	-	\$ -

Funding:

City Total Portion	\$ 1,000,000	\$ 912,500	\$ 2,825,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,737,500
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2017 Accumulated Balance: \$ 1,052,571
 Total Design & CM Costs: \$ -
 Total Land Acquisition Costs: \$ -
 Total Construction Costs: \$ 4,737,500
 Total City Project Costs: \$ 6,000,000

Annual O&M Impacts:

Ongoing maintenance will be covered through the Public Works Contract and CIP maintenance funds.

PROJECT LOCATION: City-wide



2018–2025 Capital Improvement Program

Project Information

Project Name: ITS Maintenance

Project Type:

First Show n in CIP : 2016

Council District: All

Project Description:

Funding set aside for ongoing costs for ITS Master Plan software maintenance.

Goals Met:

City Services

ESTIMATED FUNDING SCHEDULE:

	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL PLANNED FUNDING (2018-2025)
Design and CM:	\$ 30,000	\$ 370,000	\$ 370,000	\$ 370,000	\$ 370,000	\$ 451,000	\$ 451,000	\$ 451,000	\$ 2,863,000
Land Acquisition:	-	-	-	-	-	-	-	-	-
Construction:	-	-	-	-	-	-	-	-	-
Subtotal:	\$ 30,000	\$ 370,000	\$ 370,000	\$ 370,000	\$ 370,000	\$ 451,000	\$ 451,000	\$ 451,000	\$ 2,863,000
Funds from other Sources: N/A	-	-	-	-	-	-	-	-	\$ -
	-	-	-	-	-	-	-	-	\$ -

Funding:

City Total Portion	\$ 30,000	\$ 370,000	\$ 370,000	\$ 370,000	\$ 370,000	\$ 451,000	\$ 451,000	\$ 451,000	\$ 2,863,000
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2017 Accumulated Balance: \$ 30,000
 Total Design & CM Costs: \$ 2,863,000
 Total Land Acquisition Costs: \$ -
 Total Construction Costs: \$ -

Annual O&M Impacts:

Ongoing maintenance will be covered through the Public Works Contract and CIP maintenance funds.

PROJECT LOCATION: City-wide



2018–2025 Capital Improvement Program

Project Information

Project Name: Office of Technology and Innovation System Upgrades

Project Type: First Shown in CIP: 2016

Council District: All

Project Description: Continued implementation of IT system upgrades.

Goals Met: City Services, Quality of Life, Environment

ESTIMATED FUNDING SCHEDULE:

	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL PLANNED FUNDING (2018-2025)
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Acquisition:	-	-	-	-	-	-	-	-	-
Construction:	580,000	-	-	-	-	-	-	-	580,000
Subtotal:	\$ 580,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 580,000
Funds from other Sources: N/A	-	-	-	-	-	-	-	-	\$ -
	-	-	-	-	-	-	-	-	\$ -

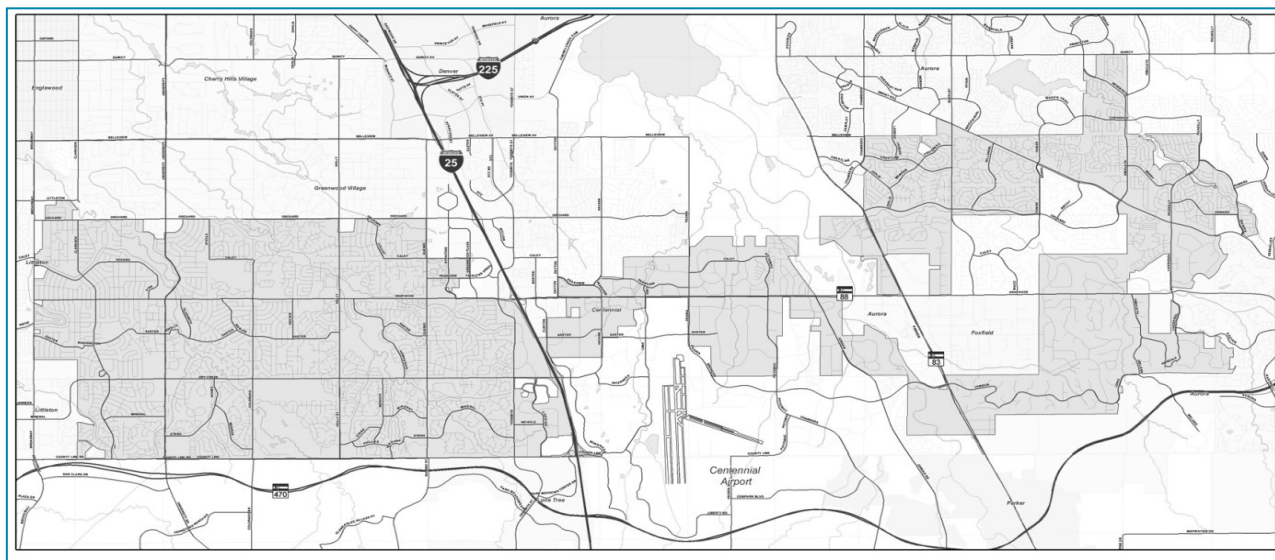
Funding:

City Total Portion \$ 580,000 \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ 580,000

2017 Accumulated Balance: \$ 967,460
 Total Design & CM Costs: \$ -
 Total Land Acquisition Costs: \$ -
 Total Construction Costs: \$ 580,000
 Total City Project Costs: \$2,346,000

Annual O&M Impacts: Annual operations and maintenance expenses will be included in the General Fund - Office of Technology & Innovation budget.

PROJECT LOCATION: City-wide



2018–2025 Capital Improvement Program

Project Information

Project Name: Capital Improvement Program Management

Project Type: First Shown in CIP : 2009

Council District: All

Project Description: Contracted services for engineering design, project management, and other services.

Goals Met: City Services, Quality of Life, Environment

ESTIMATED FUNDING SCHEDULE:

	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL PLANNED FUNDING (2018-2025)
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Acquisition:	-	-	-	-	-	-	-	-	-
Construction:	275,000	275,000	275,000	275,000	275,000	275,000	275,000	275,000	2,200,000
Subtotal:	\$ 275,000	\$ 275,000	\$ 275,000	\$ 275,000	\$ 275,000	\$ 275,000	\$ 275,000	\$ 275,000	\$ 2,200,000
Funds from other Sources: N/A	-	-	-	-	-	-	-	-	\$ -
	-	-	-	-	-	-	-	-	\$ -

Funding:

City Total Portion	\$ 275,000	\$ 275,000	\$ 275,000	\$ 275,000	\$ 275,000	\$ 275,000	\$ 275,000	\$ 275,000	\$ 275,000	\$ 2,200,000
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2017 Accumulated Balance: \$ 46,484
 Total Design & CM Costs: \$ -
 Total Land Acquisition Costs: \$ -
 Total Construction Costs: \$ 2,200,000

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

PROJECT LOCATION: City-wide



2018–2025 Capital Improvement Program

Project Information

Project Name: Short Term Capital Reserve

Project Type: First Shown in CIP : 2016

Council District: All

Project Description: Funding set-aside for unanticipated projects. Replaces the Major Capital Reserve, which is now shown in Capital Improvement Fund - Fund Balance

Goals Met: City Services, Quality of Life, Environment

ESTIMATED FUNDING SCHEDULE:

	2018	2019	2020	2021	2022	2023	2024	2025	TOTAL PLANNED FUNDING (2018-2025)
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Acquisition:	-	-	-	-	-	-	-	-	-
Construction:	2,000,000								2,000,000
Subtotal:	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000
Funds from other Sources:	-	-	-	-	-	-	-	-	\$ -
	-	-	-	-	-	-	-	-	\$ -

Funding:

City Total Portion \$ 2,000,000 \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ 2,000,000

2017 Accumulated Balance: \$ 1,000,000
 Total Design & CM Costs: \$ -
 Total Land Acquisition Costs: \$ -
 Total Construction Costs: \$ 2,000,000

Annual O&M

Impacts:

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

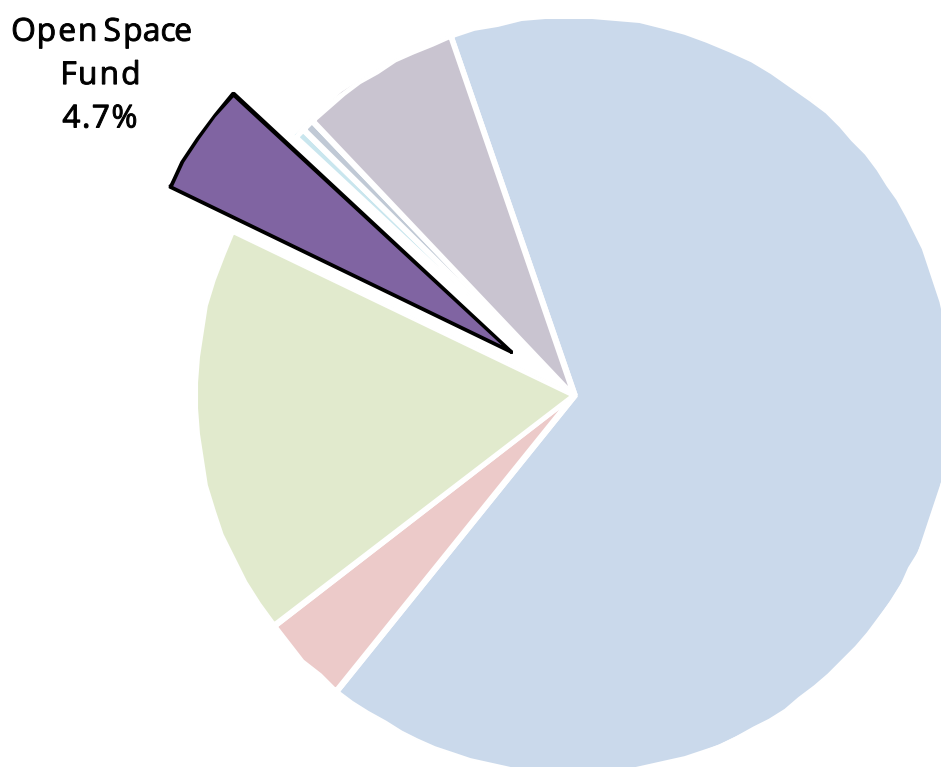
PROJECT LOCATION: City-wide



OPEN SPACE FUND

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.

2018 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 Category

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Personnel Services	\$ 40,022	\$ 80,000	\$ 170,803	\$ 80,000	\$ -	0.0%
Other Services & Supplies	27,530	210,000	210,000	185,000	(25,000)	-11.9%
Capital Outlay	1,345,536	1,330,000	5,583,811	4,110,000	2,780,000	209.0%
TOTAL BUDGET	\$ 1,413,088	\$ 1,620,000	\$ 5,964,614	\$ 4,375,000	\$ 2,755,000	170.1%

Open Space Fund

2016—2018 Summary of Revenues

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
REVENUES						
County Open Space Sales Tax	\$ 2,554,765	\$ 2,600,000	\$ 2,600,000	\$ 2,720,300	\$ 120,300	4.6%
Investment Income	58,252	9,000	9,000	58,700	49,700	552.2%
Miscellaneous	50,000	-	-	-	-	-
TOTAL REVENUES	\$ 2,663,017	\$ 2,609,000	\$ 2,609,000	\$ 2,779,000	\$ 170,000	6.5%

Open Space Fund

2016—2018 Summary of Expenditures & Other Financing Sources (Uses)

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
EXPENDITURES						
Personnel Services:						
Project Support	\$ 40,022	\$ 80,000	\$ 170,803	\$ 80,000	\$ -	0.0%
Subtotal Personnel Services	\$ 40,022	\$ 80,000	\$ 170,803	\$ 80,000	\$ -	0.0%
Other Services & Supplies:						
Parker Jordan Open Space Maintenance	\$ 23,605	\$ 75,000	\$ 75,000	\$ 50,000	\$ (25,000)	-33.3%
APRD Maintenance	3,925	10,000	10,000	10,000	-	0.0%
Other Park, Trail & Open Space Maintenance	-	125,000	125,000	125,000	-	0.0%
Subtotal Other Services & Supplies	\$ 27,530	\$ 210,000	\$ 210,000	\$ 185,000	\$ (25,000)	-11.9%
Capital Outlay:						
Land Improvements	\$ 131,387	100,000	188,613	100,000	\$ -	0.0%
Centennial Center Park	156,646	150,000	193,354	200,000	50,000	33.3%
Centennial Center Park Lavatory Expansion	9,200	-	442,554	-	-	-
City-wide Neighborhood Park Improvements	83,140	250,000	416,860	250,000	-	0.0%
APRD Projects	87,917	-	45,158	-	-	-
SSPRD Neighborhood Park Improvements	542,316	-	699,605	-	-	-
Regional Partnership Projects	-	500,000	-	500,000	-	0.0%
Lone Tree Creek Trail	127,092	200,000	2,602,866	2,770,000	2,570,000	1285.0%
Lone Tree Creek Trail Maintenance	-	30,000	-	60,000	30,000	100.0%
East-West Trail Design	-	-	-	130,000	130,000	-
Neighborhood Trail Connections	207,838	100,000	464,801	100,000	-	0.0%
Subtotal Capital Outlay	\$ 1,345,536	\$ 1,330,000	\$ 5,053,811	\$ 4,110,000	\$ 2,780,000	209.0%
TOTAL EXPENDITURES	\$ 1,413,088	\$ 1,620,000	\$ 5,434,614	\$ 4,375,000	\$ 2,755,000	170.1%
REVENUES OVER (UNDER)						
EXPENDITURES	\$ 1,249,929	\$ 989,000	\$ (2,825,614)	\$ (1,596,000)	\$ (2,585,000)	-261.4%

Open Space Fund

2016—2018 Summary of Expenditures & Other Financing Sources (Uses)

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
OTHER FINANCING SOURCES						
Transfers In - General Fund Transfer	\$ 26,754	\$ -	\$ -	\$ -	\$ -	-
TOTAL OTHER FINANCING USES	\$ 26,754	\$ -	\$ -	\$ -	\$ -	-
NET CHANGE IN FUND BALANCE	\$ 1,276,683	\$ 989,000	\$ (2,825,614)	\$ (1,596,000)	\$ (2,585,000)	-261.4%
FUND BALANCE - BEGINNING OF YEAR	\$ 5,666,018	\$ 6,942,701	\$ 6,942,701	\$ 4,348,019	\$ (2,594,682)	-37.4%
FUND BALANCE/NET ASSETS - END OF YEAR	\$ 6,942,701	\$ 7,931,701	\$ 4,117,087	\$ 2,752,019	\$ (5,179,682)	-65.3%

Budget Highlights - 2018 Budget

Centennial Center Park increased \$50,000 in the 2018 Budget to cover costs for projects and additions to the park, in addition to park maintenance.	\$ 50,000
Lone Tree Creek Trail increased \$2,570,000 in the 2018 Budget. Total approved funds of \$2,770,000 are to be used for Phase II construction and Phase III design of the trail.	\$ 2,770,000
Lone Tree Creek Trail Maintenance increased \$30,000 in the 2018 Budget. The funds are to be used to maintain the trail upon completion.	\$ 30,000
East-West Trail has been funded for \$130,000 in the 2018 Budget. Funding provided for design services of a continuous East-West bike and pedestrian trail.	\$ 130,000

Open Space Fund

2016—2018 Reserves

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget
Restricted				
TABOR Emergency Reserves	\$ 80,693	\$ 78,270	\$ 78,270	\$ 83,370
Culture & Recreation	6,862,008	7,853,431	4,038,817	2,668,649
TOTAL FUND RESERVES	\$ 6,942,701	\$ 7,931,701	\$ 4,117,087	\$ 2,752,019

PRIOR-YEAR ACCOMPLISHMENTS



CITY SERVICES

- 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 neighborhoods and recreational services available to residents.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- Contributed funds for the planning of an improved undercrossing at Greenwood Gulch under Orchard Road.
- Through a request from the Senior Commission, contributed funds for additional shade structures and benches in Centennial Center Park.
- Contributed funds to a school district for the construction of new playground equipment at an elementary school.



ECONOMIC HEALTH

- Continued the development of the Trails and Recreation Plan update.
- Continued our partnership with Arapahoe County on the development of the Arapahoe County Bike and Pedestrian Master Plan.
- Continued partnerships with working groups to build lasting relationships.



ENVIRONMENT

- Continued acquisition and improvements of open spaces to advance environmental stewardship, values, and citizen access to natural open lands.
- 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.

GOALS AND OBJECTIVES



CITY SERVICES

- 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.



COMMUNITY QUALITY OF LIFE / CITIZEN ENGAGEMENT

- 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 updated Trails and Recreation Plan.
- Continue working on Phase II and III of the Lone Tree Creek Trail with completion set for 2019.
- Continue to look for new opportunities and partnerships that are impactful to our citizens.



ECONOMIC HEALTH

- Continue to maintain a lean, transparent, responsive, and fiscally responsible division operating within budget.
- 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.



ENVIRONMENT

- Continue acquisition and improvement of open spaces to advance environmental stewardship, values and citizen access to natural open lands.
- Continue trail development, such as Lone Tree Creek, the East-West Trail and other trails to enhance options for non-motorized transportation and reduce fossil fuel consumption.

2018–2025 Capital Improvement Program

Project Information

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:

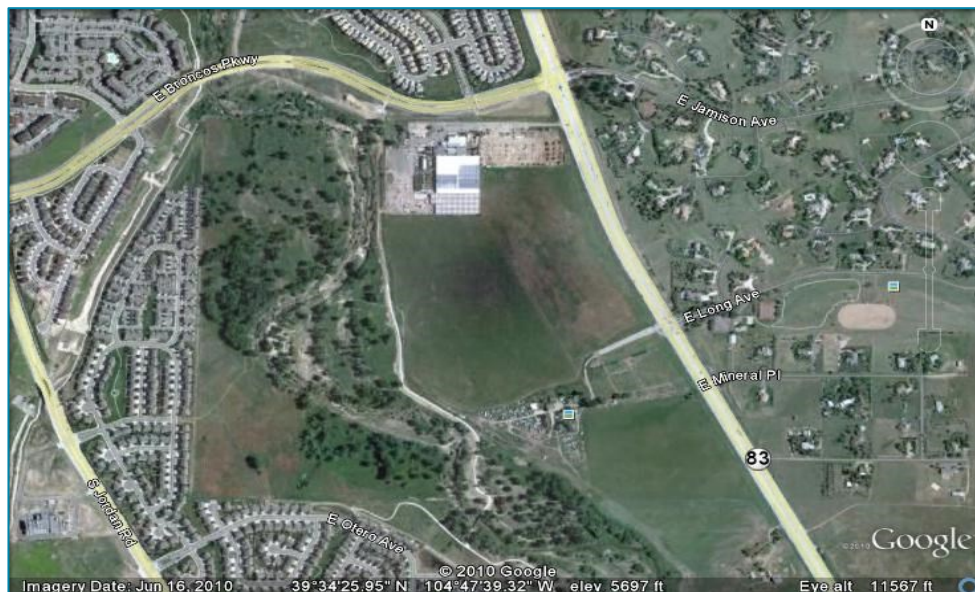
	2017 Accumulated Balance	2018	2019	2020	2021	2022	TOTAL
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Acquisition:	-	-	-	-	-	-	-
Construction:	-	50,000	50,000	50,000	50,000	50,000	250,000
Subtotal	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
Funds from other Sources:	-	-	-	-	-	-	\$ -
	-	-	-	-	-	-	\$ -

Funding:

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

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

PROJECT LOCATION:



2018–2025 Capital Improvement Program Project Information

Project Name:	Arapahoe Park and Recreation District (APRD) Maintenance		
Project Type:	Maintenance	First Show n 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:

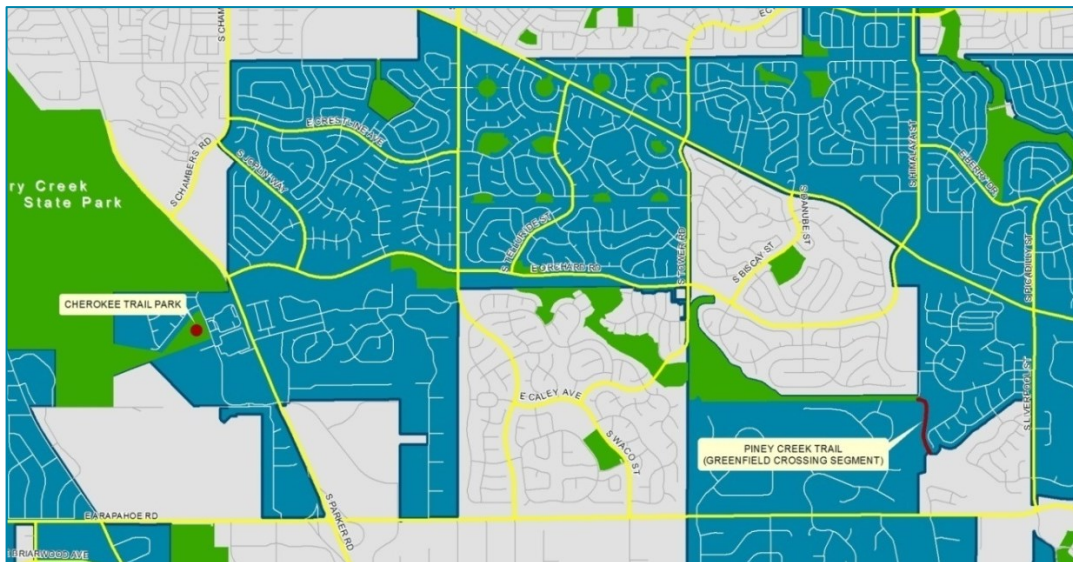
		2017 Accumulated						
		Balance	2018	2019	2020	2021	2022	TOTAL
Design and CM:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Acquisition:		-	-	-	-	-	-	-
Construction:		-	10,000	10,000	10,000	10,000	10,000	50,000
Subtotal		\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000
Funds from other Sources:								
	-	-	-	-	-	-	-	\$ -
		-	-	-	-	-	-	\$ -

Funding:

City Total Portion	\$	-	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000
			Total Design & CM Costs:	\$	-			
			Total Land Acquisition Costs:	\$	-			
			Total Construction Costs:	\$	50,000			
			Total City Project Costs:	\$	50,000			

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:



2018–2025 Capital Improvement Program

Project Information

Project Name:	Centennial Center Park Improvements		
Project Type:	Land Improvements	First Show n 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:

		2017 Accumulated						
		Balance	2018	2019	2020	2021	2022	TOTAL
Design and CM:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Acquisition:		-	-	-	-	-	-	-
Construction:		43,354	200,000	200,000	200,000	200,000	200,000	1,043,354
Subtotal		\$ 43,354	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,043,354
Funds from other Sources:								
		-	-	-	-	-	-	\$ -
		-	-	-	-	-	-	\$ -

Funding:

City Total Portion	\$	43,354	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,043,354
			Total Design & CM Costs:	\$	-			
			Total Land Acquisition Costs:	\$	-			
			Total Construction Costs:	\$	1,043,354			
			Total City Project Costs:	\$	1,043,354			

Annual O&M Impacts: This is for new projects associated with Centennial Center Park. These could include landscaping and new projects identified in the Park Master Plan.

PROJECT LOCATION:



2018–2025 Capital Improvement Program

Project Information

Project Name: Regional Neighborhood Park Improvements (City Grant)

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 metro and school districts. As specific projects are identified, funding is provided to assist with updates and new projects to parks and playgrounds.

Goals Met: City Services & Quality of Life

ESTIMATED FUNDING SCHEDULE:

	2017 Accumulated Balance	2018	2019	2020	2021	2022	TOTAL
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Acquisition:	-	-	-	-	-	-	-
Construction:	166,860	250,000	250,000	250,000	250,000	250,000	1,416,860
Subtotal	\$ 166,860	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,416,860
Funds from other Sources:	-	-	-	-	-	-	\$ -
	-	-	-	-	-	-	\$ -

Funding:

City Total Portion	\$ 166,860	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,416,860
		Total Design & CM Costs: \$ - Total Land Acquisition Costs: \$ - Total Construction Costs: \$ 1,416,860 Total City Project Costs: \$ 1,416,860					

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 districts selected for the Grant.

PROJECT LOCATION:



2018–2025 Capital Improvement Program Project Information

Project Name: Regional Partnership Projects

Project Type: Parks and Trails

First Shown in CIP: 2017

Council District: All

Project Description: This is funding for a one-time call for projects from recreation districts (APRD and SSPRD) to partner with the City to complete projects within the Centennial community. Specific project(s) for this funding will be determined at a future date.

Goals Met: City Services, Quality of Life, Environment

ESTIMATED FUNDING SCHEDULE:

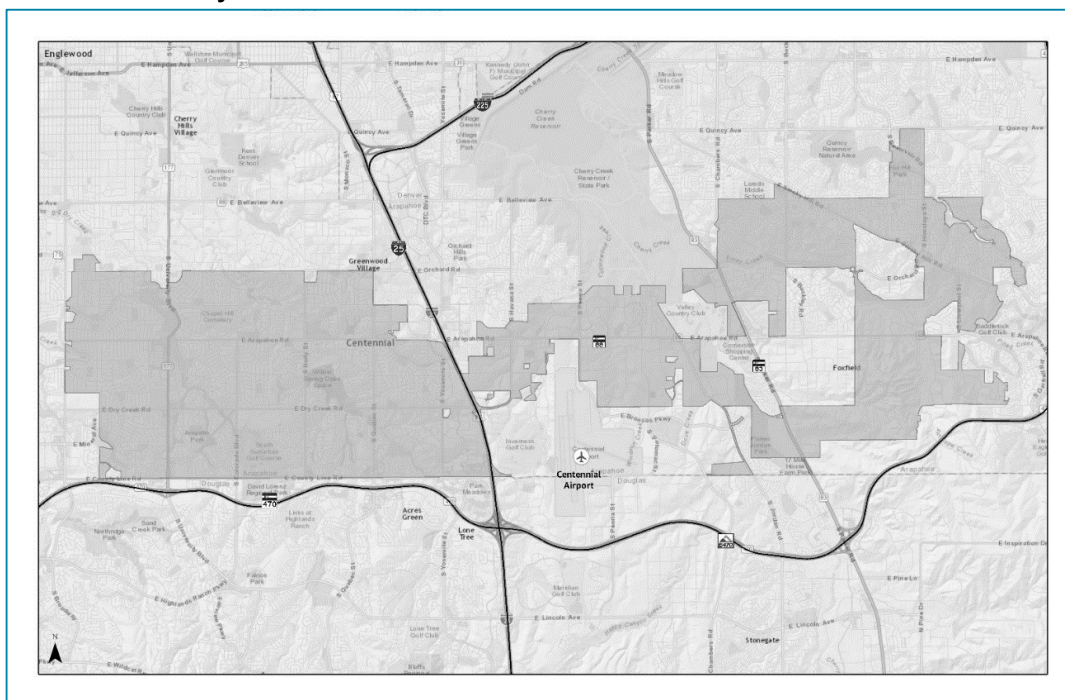
		2017 Accumulated						TOTAL
		Balance	2018	2019	2020	2021	2022	
Design and CM:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Acquisition:		-	-	-	-	-	-	-
Construction:		-	500,000	500,000	500,000	500,000	500,000	2,500,000
Subtotal		\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,500,000
Funds from other Sources:		-	-	-	-	-	-	\$ -
		-	-	-	-	-	-	\$ -

Funding:

City Total Portion	\$ -	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,500,000
		Total Design & CM Costs: \$ - Total Land Acquisition Costs: \$ - Total Construction Costs: \$ 2,500,000 Total City Project Costs: \$ 2,500,000					

Annual O&M Impacts: Actual O&M costs will depend on the specific project selected and will be considered during project selection and design. Most likely, the O&M costs will be the responsibility of the recreation district for the completed project.

PROJECT LOCATION: City-wide



2018–2025 Capital Improvement Program

Project Information

Project Name: General Park, Trail & Open Space Maintenance
Project Type: Maintenance

First Shown in CIP: 2017

Council District: All

Project Description: Contingency funding to restore monies for unanticipated park, trail and open space maintenance.

Goals Met: City Services & Quality of Life

ESTIMATED FUNDING SCHEDULE:

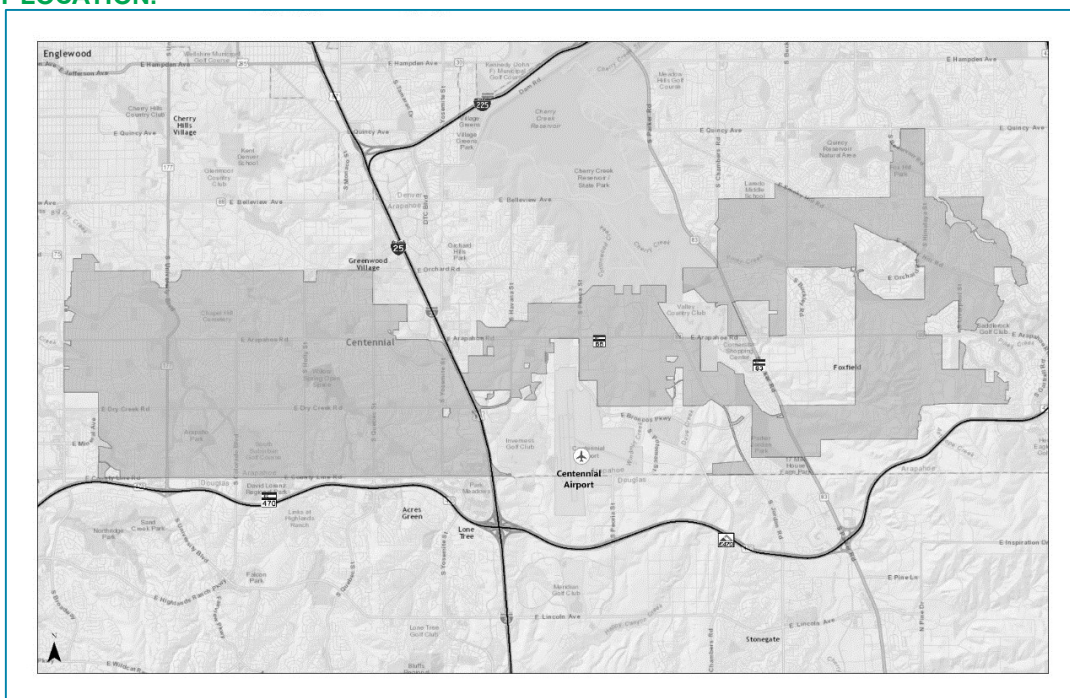
		2017 Accumulated Balance						TOTAL
		2018	2019	2020	2021	2022		
Design and CM:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Land Acquisition:		-	-	-	-	-	-	
Construction:		-	125,000	125,000	125,000	125,000	625,000	
Subtotal		\$ -	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 625,000	
Funds from other Sources:		-	-	-	-	-	\$ -	
		-	-	-	-	-	\$ -	

Funding:

City Total Portion	\$ -	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 625,000
Total Design & CM Costs:		\$ -					
Total Land Acquisition Costs:		\$ -					
Total Construction Costs:		\$ 625,000					
Total City Project Costs:		\$ 625,000					

Annual O&M Impacts: Actual O&M will depend on the specific project(s).

PROJECT LOCATION:



2018–2025 Capital Improvement Program

Project Information

Project Name: Lone Tree Creek Trail
Project Type: Parks and Trails

First Show n in CIP : 2011

Council District: All

Project Description: This project will include design, engineering, and construction of the Lone Tree Creek Trail Project, Phase II. This includes a trail and/or sidewalk from Caley Avenue to Cherry Creek State Park.

Goals Met: City Services & Quality of Life

ESTIMATED FUNDING SCHEDULE:

	2017 Accumulated Balance	2018	2019	2020	2021	2022	TOTAL
Design and CM:	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
Land Acquisition:	-	-	-	-	-	-	-
Construction:	2,402,866	2,570,000	-	-	-	-	4,972,866
Subtotal	\$ 2,402,866	\$ 2,770,000	\$ -	\$ -	\$ -	\$ -	\$ 5,172,866
Funds from other Sources:	-	-	-	-	-	-	\$ -
	-	-	-	-	-	-	\$ -

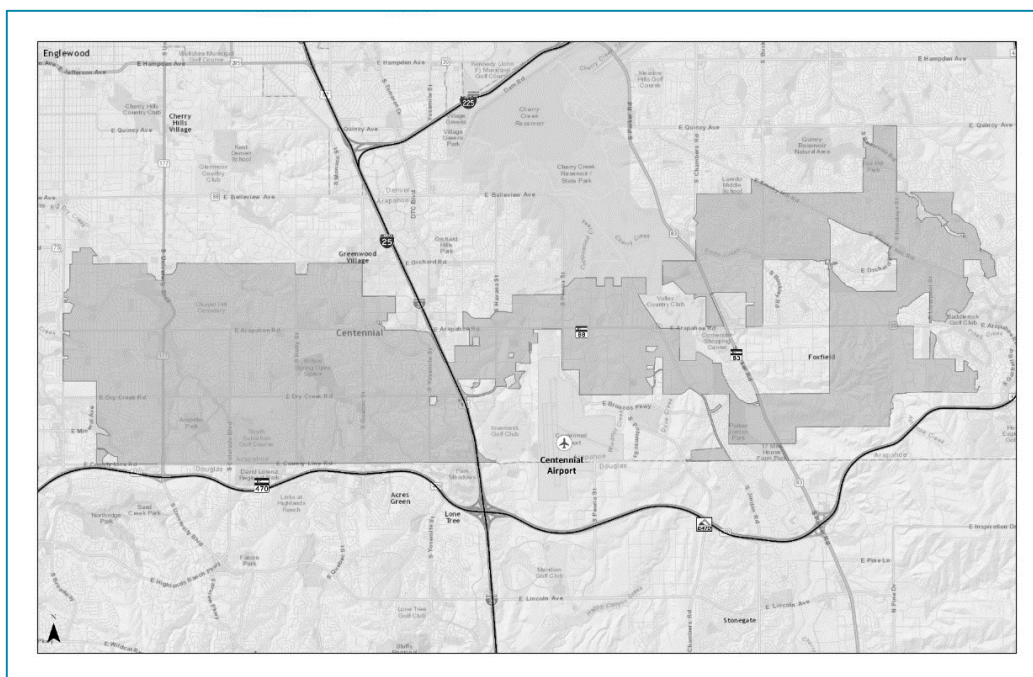
Funding:

City Total Portion	\$2,402,866	\$2,770,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,172,866
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Total Design & CM Costs: \$ 200,000
 Total Land Acquisition Costs: \$ -
 Total Construction Costs: \$ 4,972,866
 Total City Project Costs: \$ 5,172,866

Annual O&M Impacts: Specific O&M costs will be designated in a separate line item for Lone Tree Creek Trail Maintenance.

PROJECT LOCATION: City-wide



2018–2025 Capital Improvement Program

Project Information

Project Name:	Lone Tree Creek Trail Maintenance		
Project Type:	Maintenance	First Show n in CIP : 2017	Council District: All

Project Description: Annual maintenance costs for Lone Tree Creek Trail Maintenance.

Goals Met: City Services & Quality of Life

ESTIMATED FUNDING SCHEDULE:

	2017 Accumulated Balance	2018	2019	2020	2021	2022	TOTAL
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Acquisition:	-	-	-	-	-	-	-
Construction:	-	60,000	60,000	60,000	60,000	60,000	300,000
Subtotal	\$ -	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 300,000
Funds from other Sources:	-	-	-	-	-	-	\$ -
	-	-	-	-	-	-	\$ -

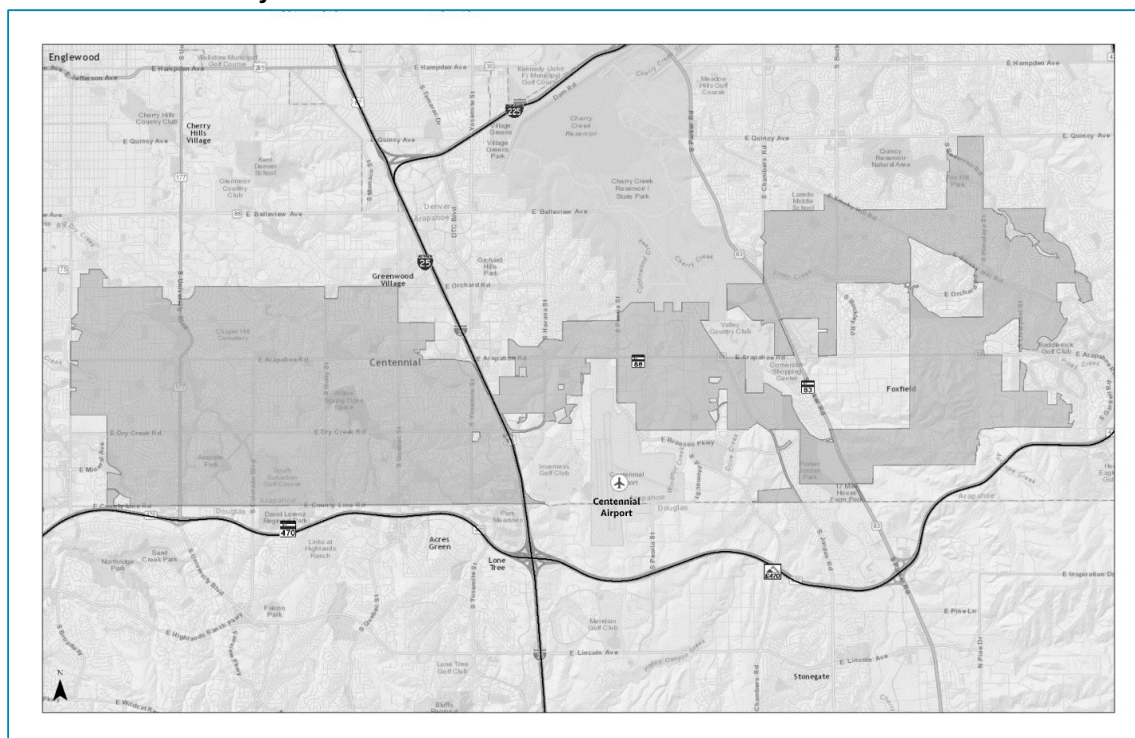
Funding:

City Total Portion	\$ -	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 300,000
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Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 300,000
Total City Project Costs:	\$ 300,000

Annual O&M Impacts: Up to \$60,000 to reimburse for costs associated with O&M.

PROJECT LOCATION: City-wide



2018–2025 Capital Improvement Program

Project Information

Project Name: Neighborhood Trail Connections

Project Type: Parks and Trails

First Shown in CIP: 2011

Council District: All

Project Description: This program provides funding for design, engineering and construction of regional, neighborhood and local trail connections as identified by the City. As specific projects are identified, additional funding sources will be pursued.

Goals Met: City Services & Quality of Life

ESTIMATED FUNDING SCHEDULE:

	2017 Accumulated Balance	2018	2019	2020	2021	2022	TOTAL
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Acquisition:	-	-	-	-	-	-	-
Construction:	364,801	100,000	100,000	100,000	100,000	100,000	864,801
Subtotal	\$ 364,801	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 864,801
Funds from other Sources:	-	-	-	-	-	-	\$ -
	-	-	-	-	-	-	\$ -

Funding:

City Total Portion	\$ 364,801	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 864,801
		Total Design & CM Costs:		\$ -			
		Total Land Acquisition Costs:		\$ -			
		Total Construction Costs:		\$ 864,801			
		Total City Project Costs:		\$ 864,801			

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:



2018–2025 Capital Improvement Program

Project Information

Project Name: Land Improvements
Project Type: Parks and Trails

First Shown in CIP: 2010

Council District: All

Project Description: Funding for the capital improvements associated with City-owned parks, trails and open space. These could include improvements to Centennial Center Park/Amphitheatre, Parker Jordan Centennial Open Space or other City owned property.

Goals Met: City Services, Quality of Life

ESTIMATED FUNDING SCHEDULE:

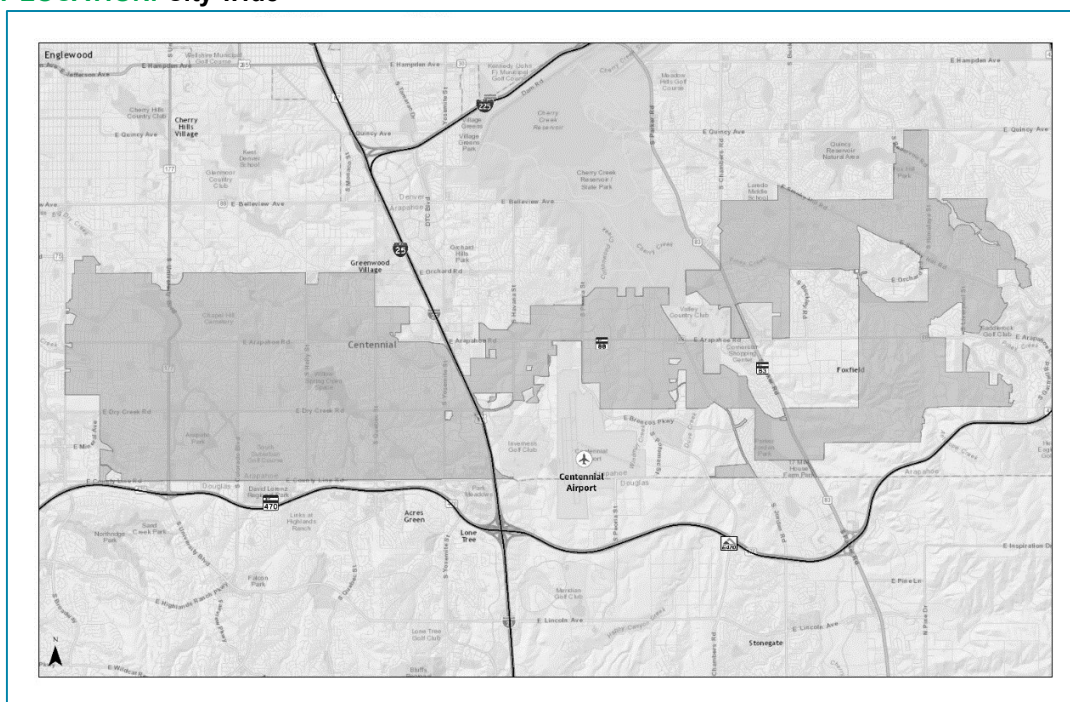
	2017 Accumulated Balance	2018	2019	2020	2021	2022	TOTAL
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Acquisition:	-	-	-	-	-	-	-
Construction:	88,613	100,000	100,000	100,000	100,000	100,000	588,613
Subtotal	\$ 88,613	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 588,613
Funds from other Sources:	-	-	-	-	-	-	\$ -
	-	-	-	-	-	-	\$ -

Funding:

City Total Portion	\$ 88,613	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 588,613
Total Design & CM Costs: \$ - Total Land Acquisition Costs: \$ - Total Construction Costs: \$ 588,613 Total City Project Costs: \$ 588,613							

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

PROJECT LOCATION: City-wide



2018–2025 Capital Improvement Program

Project Information

Project Name: East West Trail
Project Type: Parks and Trails

First Shown in CIP: 2018

Council District: All

Project Description: This project will include design, engineering, and construction of the East West Trail. This trail is approximately 18 miles, connecting the High Line Canal trail to Piney Creek Trail (and continuous connection between E470 and South Platte River trails).

Goals Met: City Services & Quality of Life

ESTIMATED FUNDING SCHEDULE:

	2017 Accumulated Balance	2018	2019	2020	2021	2022	TOTAL
Design and CM:	\$ -	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ 130,000
Land Acquisition:	-	-	-	-	-	-	-
Construction:	-	-	-	-	-	-	-
Subtotal	\$ -	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ 130,000
Funds from other Sources:	-	-	-	-	-	-	-
	-	-	-	-	-	-	-

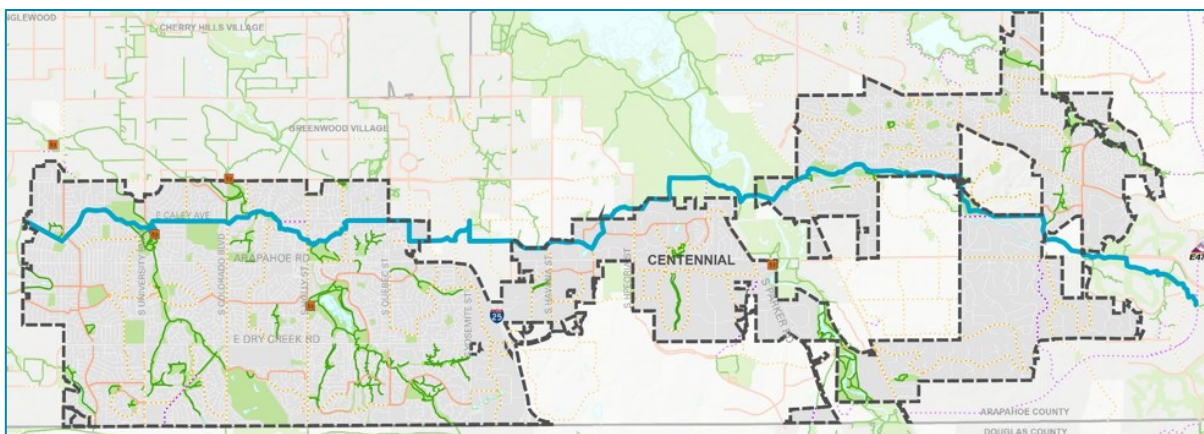
Funding:

City Total Portion	\$ -	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ 130,000
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Total Design & CM Costs:	\$ 130,000
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ -
Total City Project Costs:	\$ 130,000

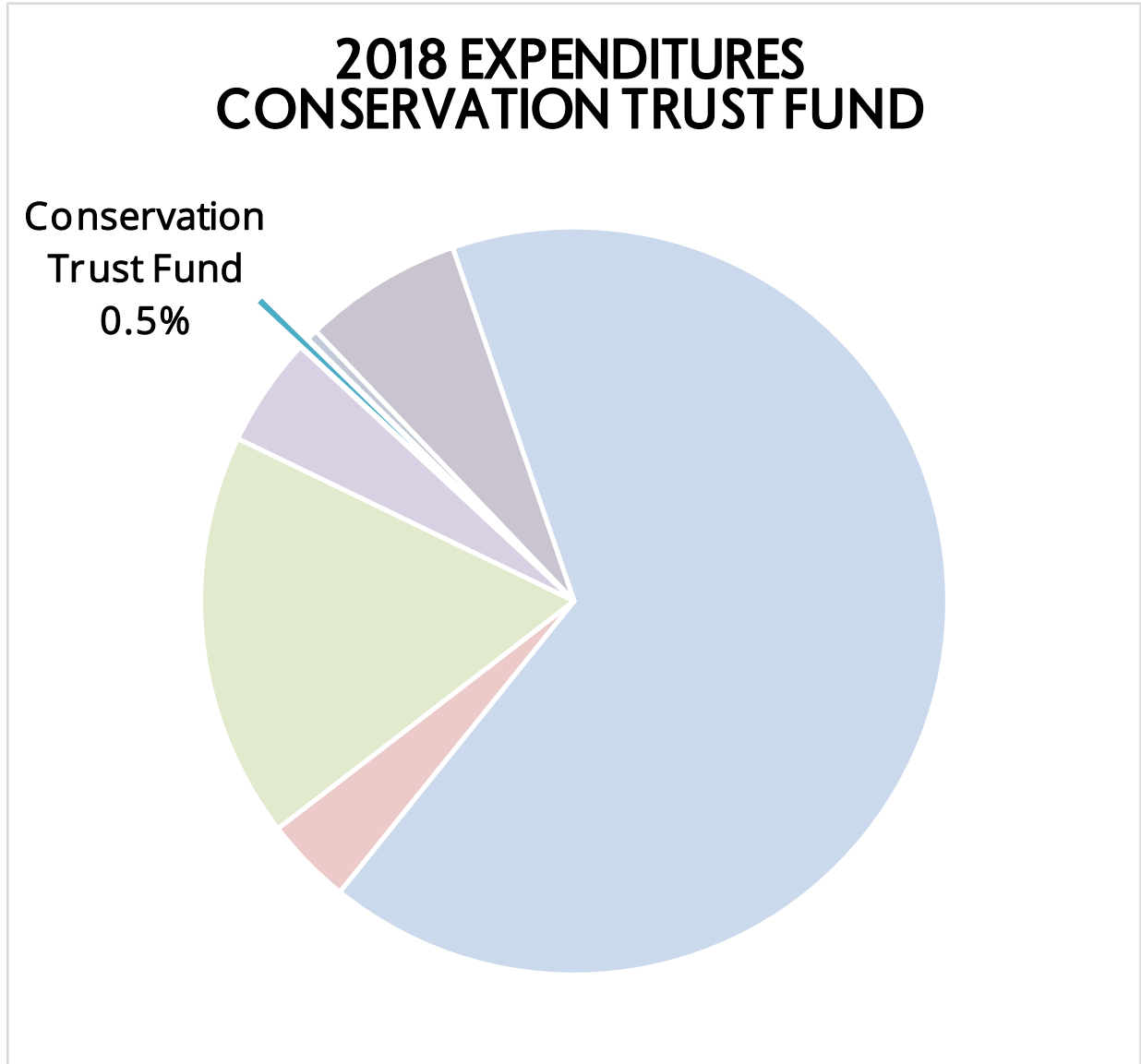
Annual O&M Impacts: Specific O&M costs will be designated in a separate line item.

PROJECT LOCATION: City-wide



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/maintenance for recreational purposes.



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

Conservation Trust Fund Budget Summary by Category

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Other Services & Supplies	\$ 194,120	\$ 302,500	\$ 311,943	\$ 432,500	\$ 130,000	43.0%
Capital Outlay	61,647	-	353	-	-	-
TOTAL BUDGET	\$ 255,767	\$ 302,500	\$ 312,296	\$ 432,500	\$ 130,000	43.0%

Conservation Trust Fund

2016—2018 Summary of Revenues

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
REVENUES						
Lottery Proceeds	\$ 635,209	\$ 539,816	\$ 539,816	\$ 537,000	\$ (2,816)	-0.5%
Investment Income	12,725	2,000	2,000	18,000	16,000	800.0%
TOTAL REVENUES	\$ 647,934	\$ 541,816	\$ 541,816	\$ 555,000	\$ 13,184	2.4%

Conservation Trust Fund

2016—2018 Summary of Expenditures & Other Financing Sources (Uses)

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
EXPENDITURES						
Other Services & Supplies:						
Repair & Maintenance - Building	\$ 11,145	\$ -	\$ -	\$ -	\$ -	-
Sewer & Water - Center Park	41,225	-	-	-	-	-
Park Maintenance	141,750	302,500	311,943	402,500	100,000	33.1%
Emergency Maintenance	-	-	-	30,000	30,000	-
Subtotal Other Services & Supplies	\$ 194,120	\$ 302,500	\$ 311,943	\$ 432,500	\$ 130,000	43.0%
Capital Outlay:						
Parks & Recreation	\$ 61,647	\$ -	\$ 353	\$ -	\$ -	-
Subtotal Capital Outlay	\$ 61,647	\$ -	\$ 353	\$ -	\$ -	-
TOTAL EXPENDITURES	\$ 255,767	\$ 302,500	\$ 312,296	\$ 432,500	\$ 130,000	43.0%
REVENUES OVER (UNDER)						
EXPENDITURES	\$ 392,167	\$ 239,316	\$ 229,520	\$ 122,500	\$ (116,816)	-48.8%
NET CHANGE IN FUND BALANCE	\$ 392,167	\$ 239,316	\$ 229,520	\$ 122,500	\$ (116,816)	-48.8%
FUND BALANCE -						
BEGINNING OF YEAR	\$ 2,304,852	\$ 2,697,019	\$ 2,697,019	\$ 2,926,539	\$ 229,520	8.5%
FUND BALANCE - END OF YEAR	\$ 2,697,019	\$ 2,936,335	\$ 2,926,539	\$ 3,049,039	\$ 112,704	3.8%

Conservation Trust Fund

Budget Highlights

Budget Highlights - 2018 Budget

Park Maintenance increased \$100,000 in the 2018 Budget for costs associated with maintenance and repairs at Centennial Center Park.	\$ 100,000
Emergency Maintenance was added to the 2018 Budget. Funding intended for unanticipated costs for maintenance at Centennial Center Park.	\$ 30,000

Conservation Trust Fund

2016—2018 Reserves

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget
Restricted				
TABOR Emergency Reserves	\$ 19,438	\$ 16,254	\$ 16,254	\$ 16,650
Culture & Recreation	2,677,581	2,920,081	2,910,285	3,032,389
TOTAL FUND RESERVES	\$ 2,697,019	\$ 2,936,335	\$ 2,926,539	\$ 3,049,039

2018–2025 Capital Improvement Program

Project Information

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.

Goals Met: City Services, Quality of Life

ESTIMATED FUNDING SCHEDULE:

	2017 Accumulated Balance	2018	2019	2020	2021	2022	TOTAL
Design and CM:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Acquisition:	-	-	-	-	-	-	-
Construction:	9,443	402,500	422,625	443,756	465,944	489,241	2,233,509
Subtotal	\$ 9,443	\$ 402,500	\$ 422,625	\$ 443,756	\$ 465,944	\$ 489,241	\$ 2,233,509
Funds from other Sources:	-	-	-	-	-	-	\$ -
	-	-	-	-	-	-	\$ -

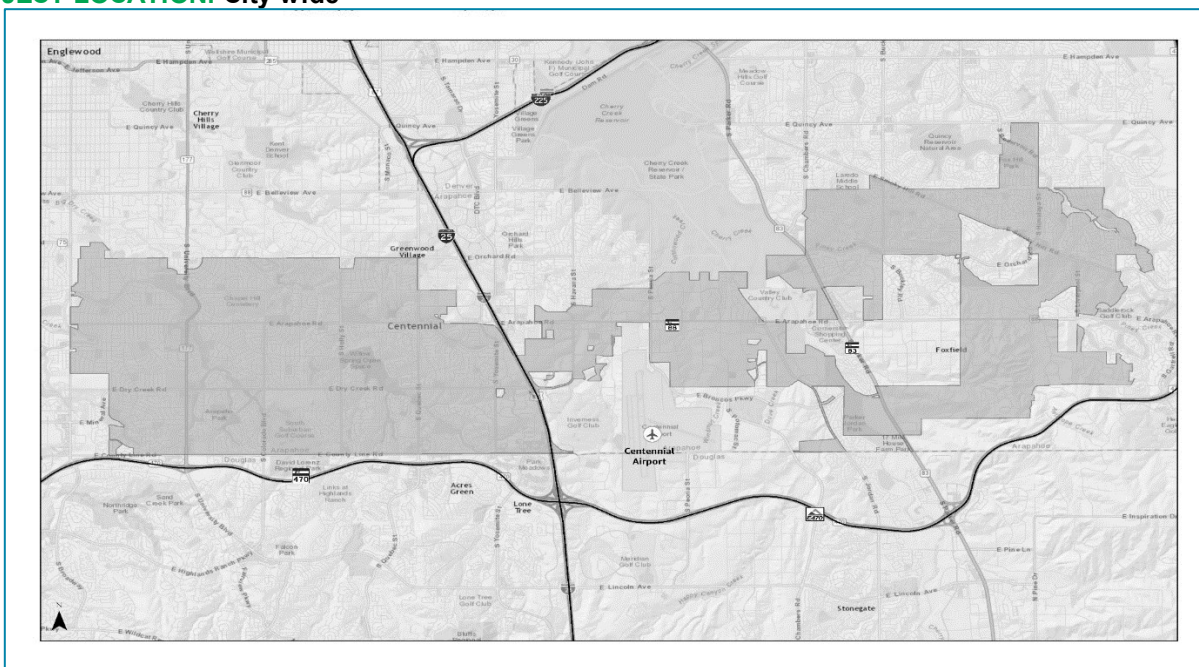
Funding:

City Total Portion	\$ 9,443	\$ 402,500	\$ 422,625	\$ 443,756	\$ 465,944	\$ 489,241	\$ 2,233,509
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Total Design & CM Costs:	\$ -
Total Land Acquisition Costs:	\$ -
Total Construction Costs:	\$ 2,233,509
Total City Project Costs:	\$ 2,233,509

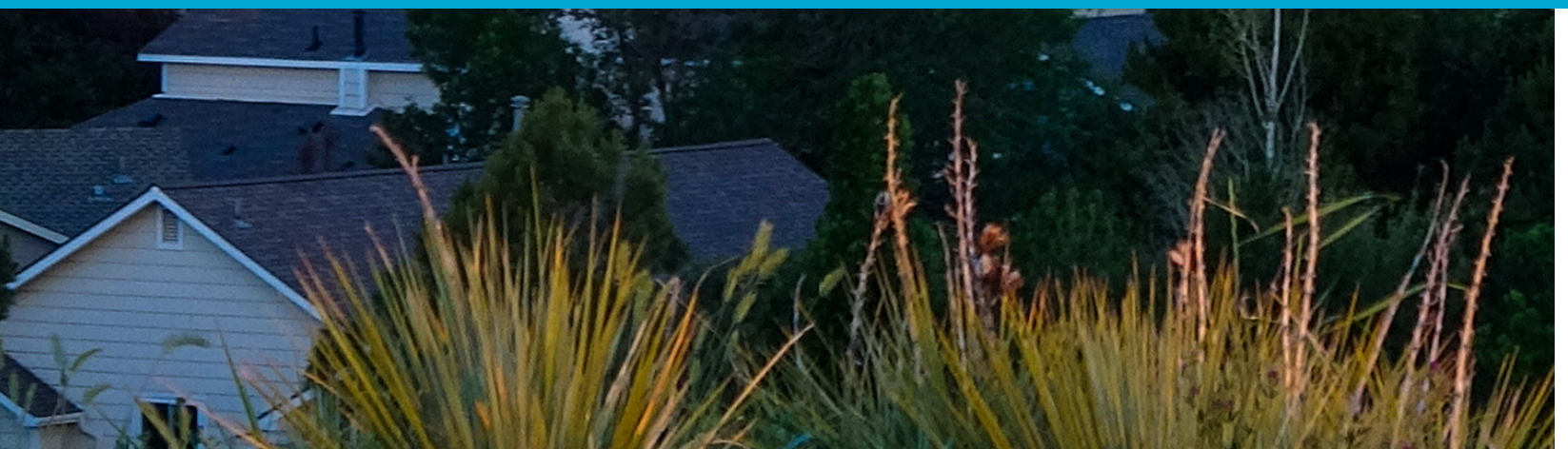
Annual O&M Impacts: This project covers annual O&M costs for park & open space property.

PROJECT LOCATION: City-wide





GIDs & CURA



GENERAL IMPROVEMENT DISTRICTS

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.

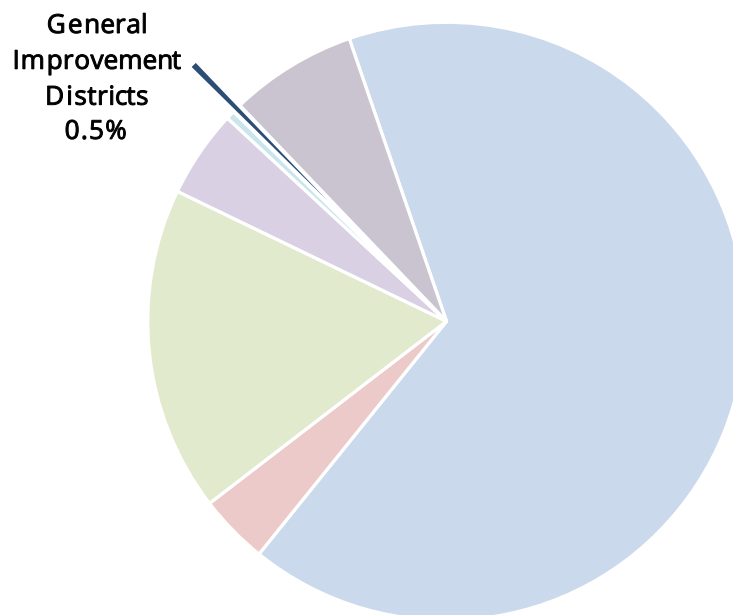
2017 Uses

Antelope GID revenues are used for debt service. The other three districts have used the funds for fence repair and replacement, irrigation management and landscaping maintenance.

2018 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.

2018 EXPENDITURES GENERAL IMPROVEMENT DISTRICTS



General Improvement Districts Budget Summary by Category

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

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Contracted Services	\$ 263,346	\$ 304,122	\$ 304,122	\$ 230,550	\$ (73,572)	-24.2%
Other Services & Supplies	283,172	297,588	288,544	216,700	(80,888)	-27.2%
TOTAL BUDGET	\$ 546,518	\$ 601,710	\$ 592,666	\$ 447,250	\$ (154,460)	-25.7%

General Improvement Districts

2016—2018 Summary of Revenues and Expenditures

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
REVENUES						
Property Tax	\$ 385,484	\$ 389,013	\$ 389,013	\$ 411,222	\$ 22,209	5.7%
Specific Ownership	29,535	20,050	20,050	28,702	8,652	43.2%
Investment Income	6,190	1,110	1,110	8,476	7,366	663.6%
Bond Proceeds	76,491	-	-	-	-	-
TOTAL REVENUES	\$ 497,700	\$ 410,173	\$ 410,173	\$ 448,400	\$ 38,227	9.3%
EXPENDITURES						
Contracted Services:						
General	\$ 250,788	\$ 299,122	\$ 299,122	\$ 221,050	\$ (78,072)	-26.1%
City Attorney Services	\$ 12,558	\$ 5,000	\$ 5,000	\$ 9,500	\$ 4,500	90.0%
Total - Contracted Services	\$ 263,346	\$ 304,122	\$ 304,122	\$ 230,550	\$ (73,572)	-24.2%
Other Services & Supplies:						
Revenue Collection Services						
County Treasurer's Fee	\$ 5,782	\$ 5,836	\$ 5,836	\$ 6,275	\$ 439	7.5%
Utilities	12,707	10,000	10,000	13,100	3,100	31.0%
Debt Service						
Principal	115,000	75,000	75,000	95,000	20,000	26.7%
Interest	63,804	122,156	122,156	88,075	(34,081)	-27.9%
Bond Issuance Costs/Fees	68,801	-	-	-	-	-
Miscellaneous	17,078	84,596	75,552	14,250	(70,346)	-83.2%
Total - Other Serv. & Supp.	\$ 283,172	\$ 297,588	\$ 288,544	\$ 216,700	\$ (80,888)	-27.2%
TOTAL EXPENDITURES	\$ 546,518	\$ 601,710	\$ 592,666	\$ 447,250	\$ (154,460)	-25.7%
REVENUES OVER (UNDER)						
EXPENDITURES	\$ (48,818)	\$ (191,537)	\$ (182,493)	\$ 1,150	\$ 192,687	100.6%
FUND BALANCE -						
BEGINNING OF YEAR	\$ 946,591	\$ 906,817	\$ 897,773	\$ 715,280	\$ (191,537)	-21.1%
FUND BALANCE - END OF YEAR	\$ 897,773	\$ 715,280	\$ 715,280	\$ 716,430	\$ 1,150	0.2%

General Improvement Districts

2016—2018 Summary of Reserves

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget
Restricted				
TABOR Emergency Reserves	\$ 14,931	\$ 21,114	\$ 21,008	\$ 13,452
District Infrastructure	882,842	694,166	694,272	702,978
TOTAL FUND RESERVES	\$ 897,773	\$ 715,280	\$ 715,280	\$ 716,430

ANTELOPE GID & DEBT SERVICE

Antelope GID & Debt Service

2016—2018 Summary of Revenues and Expenditures

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
REVENUES						
Property Tax	\$ 210,111	\$ 212,000	\$ 212,000	\$ 215,000	\$ 3,000	1.4%
Specific Ownership	16,099	9,000	9,000	15,744	6,744	74.9%
Investment Income	201	65	65	256	191	293.8%
Bond Proceeds	76,491	-	-	-	-	-
TOTAL REVENUES	\$ 302,902	\$ 221,065	\$ 221,065	\$ 231,000	\$ 9,935	4.5%
EXPENDITURES						
Other Services & Supplies:						
Revenue Collection Services						
County Treasurer's Fee	\$ 3,151	\$ 3,180	\$ 3,180	\$ 3,225	\$ 45	1.4%
Debt Service						
Principal	115,000	75,000	75,000	95,000	20,000	26.7%
Interest	63,804	122,156	122,156	88,075	(34,081)	-27.9%
Bond Issuance Costs/Fees	68,801	-	-	-	-	-
Miscellaneous	9,477	6,150	6,150	6,250	100	1.6%
Subtotal - Other Services & Supplies	\$ 260,233	\$ 206,486	\$ 206,486	\$ 192,550	\$ (13,936)	-6.7%
TOTAL EXPENDITURES	\$ 260,233	\$ 206,486	\$ 206,486	\$ 192,550	\$ (13,936)	-6.7%
NET CHANGE IN FUND BALANCE	\$ 42,669	\$ 14,579	\$ 14,579	\$ 38,450	\$ 23,871	163.7%
FUND BALANCE - BEGINNING OF YEAR	\$ 48,714	\$ 91,383	\$ 91,383	\$ 105,962	\$ 14,579	16.0%
FUND BALANCE - END OF YEAR	\$ 91,383	\$ 105,962	\$ 105,962	\$ 144,412	\$ 38,450	36.3%

Antelope GID & Debt Service

2016—2018 Summary of Reserves

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget
Restricted				
TABOR Emergency Reserves	\$ 9,087	\$ 6,195	\$ 6,632	\$ 6,930
District Infrastructure	82,296	99,767	99,330	137,482
TOTAL FUND RESERVES	\$ 91,383	\$ 105,962	\$ 105,962	\$ 144,412

CHERRY PARK GID

Cherry Park GID

2016—2018 Summary of Revenues and Expenditures

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
REVENUES						
Property Tax	\$ 48,449	\$ 48,909	\$ 48,909	\$ 53,727	\$ 4,818	9.9%
Specific Ownership	3,712	3,000	3,000	3,428	428	14.3%
Investment Income	1,112	170	170	1,045	875	514.7%
TOTAL REVENUES	\$ 53,273	\$ 52,079	\$ 52,079	\$ 58,200	\$ 6,121	11.8%
EXPENDITURES						
Contracted Services:						
General	\$ 131,115	\$ 124,122	\$ 124,122	\$ 30,000	\$ (94,122)	-75.8%
City Attorney Services	3,964	-	-	2,500	2,500	-
Total - Contracted Services	\$ 135,079	\$ 124,122	\$ 124,122	\$ 32,500	\$ (91,622)	-73.8%
Other Services & Supplies:						
Revenue Collection Services						
County Treasurer's Fee	\$ 727	\$ 734	\$ 734	\$ 810	\$ 76	10.4%
Utilities	11,523	8,000	8,000	8,000	-	0.0%
Miscellaneous	2,601	21,300	12,256	2,500	(18,800)	-88.3%
Subtotal - Other Services & Supplies	\$ 14,851	\$ 30,034	\$ 20,990	\$ 11,310	\$ (18,724)	-62.3%
TOTAL EXPENDITURES	\$ 149,930	\$ 154,156	\$ 145,112	\$ 43,810	\$ (110,346)	-71.6%
NET CHANGE IN FUND BALANCE	\$ (96,657)	\$ (102,077)	\$ (93,033)	\$ 14,390	\$ 116,467	114.1%
FUND BALANCE - BEGINNING OF YEAR	\$ 189,690	\$ 102,077	\$ 93,033	\$ -	\$ (102,077)	-100.0%
FUND BALANCE - END OF YEAR	\$ 93,033	\$ -	\$ -	\$ 14,390	\$ 14,390	-

Cherry Park GID

2016—2018 Summary of Reserves

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget
Restricted				
TABOR Emergency Reserves	\$ 1,598	\$ 7,687	\$ 7,144	\$ 1,746
District Infrastructure	91,435	(7,687)	(7,144)	12,644
TOTAL FUND RESERVES	\$ 93,033	\$ -	\$ -	\$ 14,390

FOXTRIDGE GID

Foxridge GID

2016—2018 Summary of Revenues and Expenditures

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
REVENUES						
Property Tax	\$ 54,504	\$ 55,023	\$ 55,023	\$ 62,288	\$ 7,265	13.2%
Specific Ownership	4,177	3,300	3,300	4,089	789	23.9%
Investment Income	1,397	235	235	2,123	1,888	803.4%
TOTAL REVENUES	\$ 60,078	\$ 58,558	\$ 58,558	\$ 68,500	\$ 9,942	17.0%
EXPENDITURES						
Contracted Services:						
General	\$ 33,183	\$ 75,000	\$ 75,000	\$ 121,050	\$ 46,050	61.4%
City Attorney Services	8,594	5,000	5,000	7,000	2,000	40.0%
Total - Contracted Services	\$ 41,777	\$ 80,000	\$ 80,000	\$ 128,050	\$ 48,050	60.1%
Other Services & Supplies:						
Revenue Collection Services						
County Treasurer's Fee	\$ 818	\$ 826	\$ 826	\$ 940	\$ 114	13.8%
Utilities	1,063	1,000	1,000	4,100	3,100	310.0%
Miscellaneous	2,500	27,464	27,464	2,500	(24,964)	-90.9%
Subtotal - Other Services & Supplies	\$ 4,381	\$ 29,290	\$ 29,290	\$ 7,540	\$ (21,750)	-74.3%
TOTAL EXPENDITURES	\$ 46,158	\$ 109,290	\$ 109,290	\$ 135,590	\$ 26,300	24.1%
NET CHANGE IN FUND BALANCE	\$ 13,920	\$ (50,732)	\$ (50,732)	\$ (67,090)	\$ (16,358)	-32.2%
FUND BALANCE - BEGINNING OF YEAR	\$ 197,512	\$ 211,432	\$ 211,432	\$ 160,700	\$ (50,732)	-24.0%
FUND BALANCE - END OF YEAR	\$ 211,432	\$ 160,700	\$ 160,700	\$ 93,610	\$ (67,090)	-41.7%

Foxridge GID

2016—2018 Summary of Reserves

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget
Restricted				
TABOR Emergency Reserves	\$ 1,802	\$ 3,279	\$ 3,279	\$ 2,055
District Infrastructure	209,630	157,421	157,421	91,555
TOTAL FUND RESERVES	\$ 211,432	\$ 160,700	\$ 160,700	\$ 93,610

WALNUT HILLS GID

Walnut Hills GID

2016—2018 Summary of Revenues and Expenditures

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
REVENUES						
Property Tax	\$ 72,420	\$ 73,081	\$ 73,081	\$ 80,207	\$ 7,126	9.8%
Specific Ownership	5,547	4,750	4,750	5,441	691	14.5%
Investment Income	3,480	640	640	5,052	4,412	689.4%
TOTAL REVENUES	\$ 81,447	\$ 78,471	\$ 78,471	\$ 90,700	\$ 12,229	15.6%
EXPENDITURES						
Contracted Services:						
General	\$ 86,490	\$ 100,000	\$ 100,000	\$ 70,000	\$ (30,000)	-30.0%
Subtotal - Contracted Services	\$ 86,490	\$ 100,000	\$ 100,000	\$ 70,000	\$ (30,000)	-30.0%
Other Services & Supplies:						
Revenue Collection Services						
County Treasurer's Fee	\$ 1,086	\$ 1,096	\$ 1,096	\$ 1,300	\$ 204	18.6%
Utilities	121	1,000	1,000	1,000	\$ -	0.0%
Miscellaneous	2,500	29,682	29,682	3,000	\$ (26,682)	-89.9%
Subtotal - Other Services & Supplies	\$ 3,707	\$ 31,778	\$ 31,778	\$ 5,300	\$ (26,478)	-83.3%
TOTAL EXPENDITURES	\$ 90,197	\$ 131,778	\$ 131,778	\$ 75,300	\$ (56,478)	-42.9%
NET CHANGE IN FUND BALANCE	\$ (8,750)	\$ (53,307)	\$ (53,307)	\$ 15,400	\$ 68,707	128.9%
FUND BALANCE - BEGINNING OF YEAR	\$ 510,675	\$ 501,925	\$ 501,925	\$ 448,618	\$ (53,307)	-10.6%
FUND BALANCE - END OF YEAR	\$ 501,925	\$ 448,618	\$ 448,618	\$ 464,018	\$ 15,400	3.4%

Walnut Hills GID

2016—2018 Summary of Reserves

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget
Restricted				
TABOR Emergency Reserves	\$ 2,443	\$ 3,953	\$ 3,953	\$ 2,721
District Infrastructure	499,482	444,665	444,665	461,297
TOTAL FUND RESERVES	\$ 501,925	\$ 448,618	\$ 448,618	\$ 464,018

CENTENNIAL URBAN REDEVELOPMENT AUTHORITY

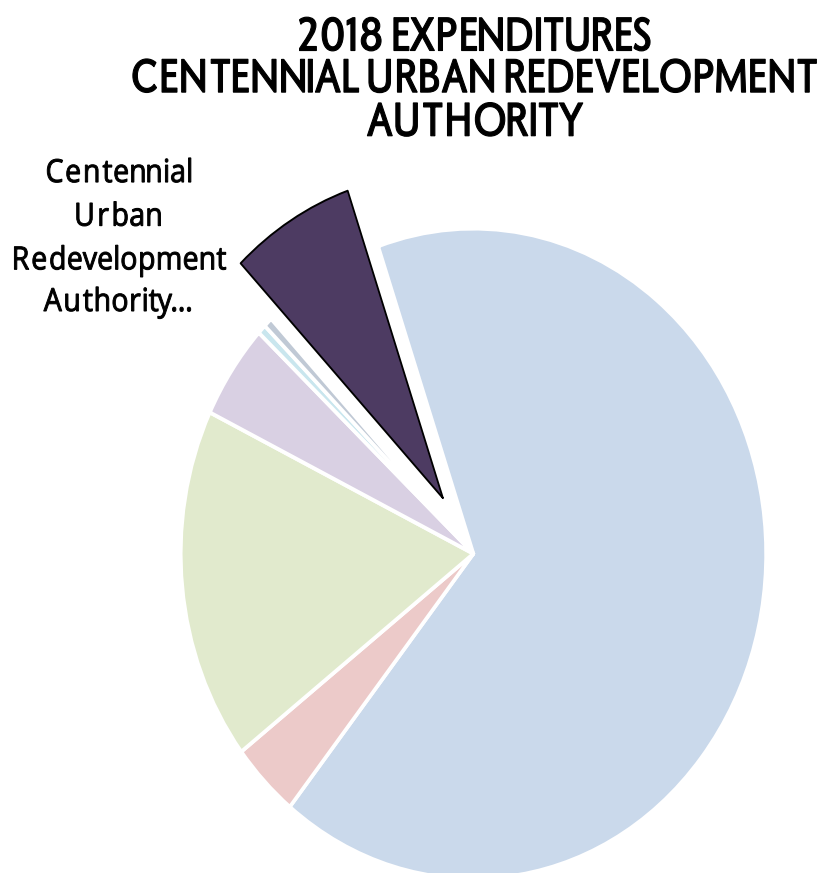
The Centennial Urban Redevelopment Authority (CURA) was established in 2005 pursuant to Part 1 of Article 25 of Title 31, Colorado Revised Statutes (the "Urban Renewal Law"), which provides for the creation and operation of an urban renewal authority to function in the City. The purpose of CURA is to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

2017 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.

2018 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.



Centennial Urban Redevelopment Authority Budget Summary by Category

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

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
Other Services & Supplies	\$ 5,996,585	\$ 6,521,508	\$ 6,521,508	\$ 6,346,651	\$ (174,857)	-2.7%
TOTAL BUDGET	\$ 5,996,585	\$ 6,521,508	\$ 6,521,508	\$ 6,346,651	\$ (174,857)	-2.7%

Centennial Urban Redevelopment Authority

2016—2018 Summary of Revenues and Expenditures

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget	2017 Adopted/ 2018 Budget \$ Chg	% Chg
REVENUES						
Sales Tax	\$ 908,202	\$ 1,050,552	\$ 1,050,552	\$ 1,077,487	\$ 26,935	2.6%
Property Tax	5,065,109	5,320,956	5,320,956	5,119,164	(201,792)	-3.8%
Authority Operating Revenue	23,274	150,000	150,000	150,000	-	0.0%
TOTAL REVENUES	\$ 5,996,585	\$ 6,521,508	\$ 6,521,508	\$ 6,346,651	\$ (174,857)	-2.7%
EXPENDITURES						
Other Services & Supplies:						
Sales Tax Sharing Pass-Thru	\$ 908,202	\$ 1,050,552	\$ 1,050,552	\$ 1,077,487	\$ 26,935	2.6%
Property Tax Pass-Thru	4,986,749	5,320,956	5,320,956	5,119,164	(201,792)	-3.8%
Revenue Collection Services -						
Treasurer's Fees	78,360	-	-	-	-	-
Miscellaneous	23,274	150,000	150,000	150,000	-	0.0%
Subtotal - Other Serv. & Supp.	\$ 5,996,585	\$ 6,521,508	\$ 6,521,508	\$ 6,346,651	\$ (174,857)	-2.7%
TOTAL EXPENDITURES	\$ 5,996,585	\$ 6,521,508	\$ 6,521,508	\$ 6,346,651	\$ (174,857)	-2.7%
NET CHANGE IN FUND BALANCE	\$ -	\$ -	\$ -	\$ -	\$ -	-
FUND BALANCE -						
BEGINNING OF YEAR	\$ 434,747	\$ 434,747	\$ 434,747	\$ 434,747	\$ -	0.0%
FUND BALANCE - END OF YEAR	\$ 434,747	\$ 434,747	\$ 434,747	\$ 434,747	\$ -	0.0%

Centennial Urban Redevelopment Authority

2016—2018 Summary of Reserves

	2016 Actual	2017 Adopted	2017 Amended	2018 Budget
Restricted				
Urban Redevelopment	\$ 434,747	\$ 434,747	\$ 434,747	\$ 434,747
TOTAL FUND RESERVES	\$ 434,747	\$ 434,747	\$ 434,747	\$ 434,747



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 Arapahoe County Treasurer on auto purchases made outside of City limits by citizens residing in Centennial.

Backloading

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

Balanced Budget

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

Baseline

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

Basis of Budgeting

Budgets are adopted on a basis consistent with accounting principles generally accepted in the United States of America. Annual appropriated Budgets are

adopted at the fund level for each fund.

Beginning/Ending Fund Balance

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

Budget

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

Budget Calendar

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

Budget Message

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

Budgetary Control

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

Building Materials Use Tax

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

Building Permit Revenue

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

Capital Assets

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

Capital Expenditures

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

Capital Improvement Fund (CIF)

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

Capital Improvement Program (CIP)

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

Capital Outlay

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

Capital Projects

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

Cartegraph Software

Computer software program used to track inquiries, work request and orders currently for Public Works and Code Compliance projects within the City of Centennial.

Centennial Urban Redevelopment Authority (CURA)

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

Colorado Municipal League (CML)

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

Community Development Block Grants (CDBG)

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

Comprehensive Annual Financial Report (CAFR)

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

Conservation Trust Fund (CTF)

Accounts for lottery proceeds received from the State of Colorado. Spending is restricted and the City's share is determined by population data and the existence of special recreations districts.

Contingency

An appropriation of funds to cover unforeseen events

that occur during the fiscal year, such as federal mandates, shortfalls in revenue, and similar eventualities.

Continuing Appropriations or Carryovers

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

Contracted Services

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

Contractual Services

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

Cost Allocation

A method used to charge costs to other funds.

Council-Manager Form of Government

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

Debt

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

Debt Service Fund

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

Deficit

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

Denver Regional Council of Governments (DRCOG)

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

Department

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

Depreciation

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

Designated Reserves

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

Development Fees

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

Disbursement

The expenditures of monies from an account.

Division

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

Encumbrance

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

Energy Efficiency and Conservation Block Grant

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

Enterprise Fund

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

Estimate

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

Expenditure

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

Expense

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

Fee

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

Fiduciary Funds

Fiduciary Funds are either Trust Funds or Agency Funds. Trust Funds are used to account for assets held by the government in a trustee capacity. Agency Funds are used to account for assets held by the government as an agent for individuals, private organizations, and other governments and/or funds.

Fines

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

Fiscal Policy

A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investments. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government Budgets and their funding.

Fiscal Year

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

Full-Time Equivalent (FTE)

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

Fund

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

Fund Balance

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

General Fund

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

General Improvement District (GID)

A public entity created according to Colorado Revised

Statutes that provides specific services to a limited geographic area.

Generally Accepted Accounting Principles (GAAP)

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

Geographic Information System (GIS)

A Geographic Information System is a computer system capable of assembling, storing, manipulating, and displaying geographically referenced information (e.g., data identified according to their locations).

Government Finance Officers Association (GFOA)

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

Governmental Accounting Standards Board (GASB)

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

Grant

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

Highway Users Tax Fund (HUTF)

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

Human Resource Information System (HRIS)

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

Infrastructure

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

Interest Income

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

Interfund Transfer

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

Intergovernmental Agreement

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

Intergovernmental Revenue

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

Land Development Code

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

Leadership in Energy and Environmental Design (LEED)

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

Levy

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

Licenses and Permits

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

Line Item

Funds requested and/or appropriated on a detailed or itemized basis.

Long-term Debt

Debt with a maturity of more than one year after the date of issuance.

Master Plan

A planning guide that provides a framework for general department direction and large-scale projects with multiple elements. A master plan outlines appropriate measures for development and sustainability, generally over five to ten year intervals and may include: public input through meetings, focus groups, and citizen surveys; programming, inventory, and Budgetary analysis; service and gap analysis; and goals and recommendations to meet future needs.

Mill Levy

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

Mission Statement

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

Modified Accrual Basis of Accounting

The basis of accounting by which revenues are

recorded when they are both measurable and available. Expenditures are recorded when a liability is incurred.

Mountain States Employers Council (MSEC)

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

Objective

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

Operating Budget

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

Operating Revenue

Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

Ordinance

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

Performance Measures

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

Personnel Services

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

Program

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

Program Budget

A Budget, which allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.

Property Tax

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

Proposed Budget

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

Reappropriation

A specific amount of money authorized by City Council for an approved expenditure during a previous period and carried forward to the subsequent year; also known as a carryover expenditure.

Reserve

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

Revenue

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

Risk Management

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

RSS Feed

An electronic format to deliver regularly changing web content.

Sales Tax

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

Service Level

Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

Special Revenue Funds

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

Specific Ownership Tax

The Specific Ownership Tax is paid by owners of motor vehicles, trailers, semi-trailers and trailer-coaches in lieu of all ad valorem taxes on motor vehicles.

Tax Increment Financing (TIF)

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

Taxpayer's Bill of Rights (TABOR)

Colorado voters approved an amendment to the Colorado Constitution that placed limits on revenue and expenditures of the State and all local governments in 1992.

Transfers

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

Trust Funds

Funds used to account for assets held by a government in a trustee capacity for individual, private organizations, other governments, and/or other funds.

Undesignated Reserves

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

Unencumbered Balance

The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

Urban Renewal Area

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

Use Tax

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

ACRONYMS

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

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

IFC	International Fire Code (adopted in Centennial)
IGA	Intergovernmental Agreement
IIMC	International Institute of Municipal Clerks
IPA	Integrated Assessment Plan
IRC	International Residential Code (adopted in Centennial)
IREA	Intermountain Rural Electric Association
ISDS	Individual Sewage Disposal System
ISTEA	Intermodal Surface Transportation Efficiency Act
IT	Information Technology
ITE	Institute of Traffic Engineers
ITS	Information Technology System
ITS	Intelligent Transportation Systems
IVR	Interactive Voice Response System
JARC	Job Access/Reverse Commute
KPM	Key Performance Measurement
L&E	Location & Event
LDC	Land Development Code (same as Land Use Code)
LEED	Leadership in Energy and Environmental Design
LID	Local Improvement District
LLA	Centennial Liquor Licensing Authority
LLC	Limited Liability Company
LOC	Letter of Credit (form of security to ensure performance)
LOMR	Letter of Map Revision
LOS	Level of Service
LPS	Littleton Public Schools
LRT	Light Rail Transit
LUC	Land Use Committee
LUF	Land Use Fund
MCAA	Metro City Attorneys Association
MDP	Master Development Plan
MIS	Major Investment Study
MMC	Master Municipal Clerk
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MPO	Metropolitan Planning Organization
MS	Minor Subdivision
MSA	Metropolitan Statistical Area
MSEC	Mountain States Employers Council
MTC	Model Traffic Code
MU-PUD	Mixed Use Planned Unit Development
MUD	Mixed Use Development
MUTCD	Manual of Uniform Traffic Control Devices
MVIC	Metro Vision Issues Committee (DRCOG)
NAAQS	National Ambient Air Quality Standards
NARC	National Association of Regional Councils
NEPA	National Environmental Policy Act
NFRMPO	North Front Range Metropolitan Planning Organization
NFRWQPA	North Front Range Water Quality Planning Association
NHS	National Highway System
NIMS	National Incident Management System
NLC	National League of Cities
NPDES	National Pollution Discharge Elimination System
NRVC	Non Resident Violators Compact
NTMP	Neighborhood Traffic Management Plan
O&M	Operations and Maintenance
OJW	Outstanding Judgment Warrant
OMA	Colorado Open Meetings Law (laws governing the conduct of meetings)
OS	Open Space
P&Z	Planning and Zoning
PB	Plea Bargain
PCI	Pavement Condition Index
PDA	Personal Digital Assistant

PDP	Preliminary Development Plan
PFA	Public Finance Agreement
PnR	Park-n-Ride
POA	Property Owners Association (like an HOA)
PP	Preliminary Plat
PPACG	Pikes Peak Area Council of Governments
PSA	Professional Service Agreement
PT	Part Time
PTC	Pre-Trial-Conference
PUD	Planned Unit Development
PWO	Position Work Order
PY	Prior Year
RAQC	Regional Air Quality Council
REA	Rural Electric Association (an electric company like Xcel)
RF	Outside Referral
RFI	Request for Information
RFP	Request for Proposal
RFQ	Request for Qualifications
RI/RO	Right In/Right Out
RMA	Retail Market Analysis
ROD	Record of Decision
ROW	Right-of-Way
RP	Replat
RPP	Regional Priorities Program
RSA	Regional Statistical Area
RTC	Regional Transportation Committee (DRCOG)
RTD	Regional Transportation District
RTP	Regional Transportation Plan
S@SG	Streets at SouthGlenn
SAFETEA-LU	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (Federal Law)
SB	Senate Bill
SEBP	Southeast Business Partnership
SEMSWA	Southeast Metro Storm Water Authority
SGMD	SouthGlenn Metropolitan District
SIA	Subdivision Improvement Agreement (type of contract)
SID	Special Improvement District
SIP	State Implementation Plan for Air Quality
SOB	Sexually Oriented Business
SOE	Stay of Execution
SOV	Single-Occupant Vehicle
SPIMD	Southeast Public Improvement Metropolitan District
SSPRD	South Suburban Parks and Recreation District
STAC	State Transportation Advisory Committee
STIP	State Transportation Improvement Program
STP	State Transportation Program
SUCTSC	Southeast Urban Corridor Transportation Steering Committee
SUP	Special Use Permit
TABOR	Taxpayer's Bill of Rights
TAC	Transportation Advisory Committee
TAZ	Traffic Analysis Zone
TCM	Traffic Control Measures
TDM	Transportation Demand Management
TES	Traffic Engineering Service Application
TIF	Tax Increment Financing
TIP	Transportation Improvement Program
TIPS	Training Intervention Procedures (liquor licensing class)
TIS	Traffic Impact Study
TLRC	Transportation Legislative Review Committee
TMA	Transportation Management Area
TMO/TMA	Transportation Management Organization/Transportation Management Association
TMP	Traffic Management Plan

TOD	Transit Oriented Development
TPR	Transportation Planning Region
TRC	Technical Review Committee
TSSIP	Traffic Signal System Improvement Program
TTC	Trial to Court
UDFCD	Urban Drainage and Flood Control District
UGB/A	Urban Growth Boundary/Area
UPWP	Unified Planning Work Program (DRCOG)
URA	Urban Renewal Authority, Urban Redevelopment Authority
USR	Use by Special Review
V/C	Volume to CapaCity Ratio
VAC	Vacation of Easement
VMT	Vehicle Miles Traveled
VOC	Volatile Organic Compounds
WEPC	Water and Environmental Planning Committee
WQCC	Water Quality Control Commission
WQCD	Water Quality Control Division (part of CDPHE)
YTD	Year to Date



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**CITY OF CENTENNIAL,
COLORADO**

RESOLUTION NO. 2017-R-48

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF
CENTENNIAL, COLORADO ADOPTING THE CITY OF CENTENNIAL
2018 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 29-1-108, C.R.S., to establish its annual budget and to make transfers and appropriations of budgeted funds; and

WHEREAS, the City Manager prepared and submitted a proposed budget for Fiscal Year 2018 (“2018 Budget”) to the City Council for the Council’s consideration in accordance with the Home Rule Charter for the City of Centennial and applicable law; and

WHEREAS, the 2018 Budget remains in balance, as required by the Colorado State Budget Law (Section 29-1-103, C.R.S.) and the Home Rule Charter; and

WHEREAS, upon due and proper notice, published in accordance with Sections 29-1-106, C.R.S., the 2018 Budget was open for inspection by the public at the Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado, and a public hearing was held on November 6, 2017, 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 2018 Proposed Budget; and

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

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

Section 1. 2018 Budget.

- A. The 2018 Budget for the City of Centennial as presented to the City Council is hereby approved and adopted and shall be known as the 2018 Budget for the City. The 2018 Budget is incorporated into this Resolution as if set out in full. Attached to this Resolution as Exhibit A is an “All City Funds Summary” summarizing the financial

resources, financial uses, and funds available for the City. Copies of the 2018 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 2018 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 2018 Budget as may permit by law.

Section 2. 2018 Appropriations.

- A. Appropriations for 2018 are hereby approved for the City and are identified in the 2018 Budget, Exhibit A, as "2018 Financial Uses."
- B. The 2018 Budget provides that appropriations for budget year 2018 for the City (except for the City's General Fund) shall also include appropriation of previously budgeted and appropriated, but remaining unexpended, funds from 2017 and such funds shall remain available for expenditure in 2018 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 3. Committed Fund Balance

Per Administrative Policy 2010-AP-06 and Governmental Accounting Standards Board Statement 54, Committed Fund Balance is hereby designated in the Capital Improvement Fund at \$800,000 as of December 31, 2018. The Committed Funds are within the "2018 Ending Fund Balance" for the Capital Improvement Fund as presented on Exhibit A. These funds are not appropriated and are specifically committed for city-wide utility undergrounding purposes. These committed funds cannot be used for any other purpose unless the City Council takes further action by Resolution or Ordinance.

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 6th day of November, 2017.

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

ATTEST:

By: _____

City Clerk

APPROVED AS TO FORM:

By: _____

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 2018 Budget of the City of Centennial as summarized by fund and adopted by City Council.

By: _____

Cathy A. Noon, Mayor

EXHIBIT A**ALL CITY FUNDS SUMMARY**

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

Funds	2018 Beginning Fund Balance	2018 Financial Sources	2018 Financial Uses	2018 Ending Fund Balance
General	\$ 28,351,590	\$ 76,056,858	\$ 77,718,961	\$ 26,689,487
Special Revenue Funds	7,274,558	3,334,000	4,807,500	5,801,058
Open Space	4,348,019	2,779,000	4,375,000	2,752,019
Conservation Trust	2,926,539	555,000	432,500	3,049,039
Capital Improvement Fund	19,582,256	15,946,000	16,220,000	19,308,256
Enterprise Fund (Land Use)	-	4,638,880	4,638,880	-

**CITY OF CENTENNIAL,
COLORADO**

RESOLUTION NO. 2017-R-62

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CENTENNIAL,
COLORADO TO SET THE 2017 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 2018 ("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 6, 2017, 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 6, 2017, the City Council approved the 2018 Budget and made necessary appropriations by Resolution 2017-R-48; and

WHEREAS, the funds necessary to meet projected appropriations for Fiscal Year 2018 equal the amount of \$77,718,961; and

WHEREAS, the 2017 net valuation for assessment of real property within the City, as certified by the Arapahoe County Assessor, is \$2,160,111,717; 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 2018 budget year, there is hereby levied a tax of 4.982 mills plus 0.024 mills for abatements and refunds upon each dollar of total valuation for assessment of all taxable property within the City, to raise \$10,813,519 in revenue, of which 1% will be paid to the Arapahoe County Treasurer as a collection fee.

2. That the Mayor of the City is hereby authorized and directed to immediately certify to the County Commissioners of Arapahoe County, Colorado, the mill levy for the City as hereinabove determined and set.

ADOPTED by a vote of 9 in favor and 0 against this 11th day of December, 2017.

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

ATTEST:

By: [Signature]
City Clerk or Deputy City Clerk

APPROVED AS TO FORM:

[Signature]
For City Attorney's Office

CERTIFICATION OF TAX LEVIES

DISTRICT ID 3013
Page 1.

CITY OF CENTENNIAL

TO: County Commissioners of Arapahoe County, Colorado

For the year 2017, the _____ City Council _____ of the
(governing body)

_____ City of Centennial _____ hereby certifies a total levy of _____ 5.006 _____ mills
(unit of government)

to be extended by you upon the total assessed valuation of \$ _____ 2,160,111,717 _____

to produce \$ _____ 10,813,519 _____ in revenue.

The levies and revenues are for the following purposes:

	LEVY	REVENUE
1. General Operating Expense	_____ 4.982 _____ mills	\$ _____ 10,760,170 _____
2. Refund / Abatements	_____ 0.024 _____ mills	\$ _____ 53,349 _____
3. Temporary Tax Credit or Rate Reduction (minus)	_____ < _____ > mills	\$ _____ < _____ > _____
SUBTOTAL	_____ 5.006 _____ mills	\$ _____ 10,813,519 _____
4. General Obligation Bonds and Interest		
a. See attached description	_____ mills	\$ _____
b. See attached description	_____ mills	\$ _____
SUBTOTAL	_____ mills	\$ _____
5. Contractual Obligations Approved at election	_____ mills	\$ _____
a. See attached description	_____ mills	\$ _____
b. See attached description	_____ mills	\$ _____
SUBTOTAL	_____ mills	\$ _____
6. Capital Expenditures levied pursuant to 29-1-301(1.2) or 29-1-302(1.5) CRS.	_____ mills	\$ _____
7. Other (specify)	_____ mills	\$ _____
TOTAL	_____ 5.006 _____ mills	\$ _____ 10,813,519 _____

Contact Person: _____ Doug Farmen, Finance Director _____ Daytime Telephone Number _____ 303-754-3225 _____

Signed _____  _____ Title _____ Finance Director _____

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. 2017-AGID-R-01

**A RESOLUTION ADOPTING THE ANTELOPE WATER SYSTEM
GENERAL IMPROVEMENT DISTRICT 2018 PROPOSED 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)(4) 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 proposed District 2018 Budget ("2018 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 2018 Budget for the purposes described below, as more fully set forth in each such budget, so as not to impair the operations of the District; and

WHEREAS, the 2018 Budget remains 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 2018 Budget was open for inspection by the public at the Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado, and a public hearing was held on November 6, 2017, 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 2018 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 Antelope Water System General Improvement District:

Section 1. 2018 Budget.

- A. The 2018 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 2018 Budget for the District. The 2018 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 2018 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 2018 Budget as may be permit by law.

Section 2. 2018 Appropriations.

- A. Appropriations for 2018 are hereby approved for the District and are identified in the 2018 Budget and the attached "General Improvement District Funds Summary" as "2018 Financial Uses."
- B. The 2018 Budget provides that appropriations for budget year 2018 for the District shall also include appropriation of previously budgeted and appropriated, but remaining unexpended, funds from 2017 and such funds shall remain available for expenditure in 2018 for the identified purposes of the District as the 2018 Budget may be amended and appropriations supplemented by the Board of Directors in accordance with applicable law.

Section 3. This Resolution shall be effective immediately upon adoption.

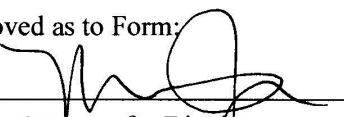
ADOPTED by a vote of 9 in favor and 0 against this 6th day of November, 2017.

By: Cathy A. Noon
Chairperson of the District

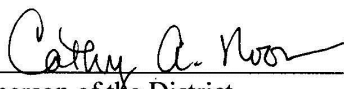
ATTEST:

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 2018 Budget of the Antelope Water System 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.

Funds	2018 Beginning Fund Balance	2018 Financial Sources	2018 Financial Uses	2018 Ending Fund Balance
Special Revenue Funds	\$ 715,280	\$ 448,400	\$ 447,250	\$ 716,430
Cherry Park GID	-	58,200	43,810	14,390
Foxridge GID	160,700	68,500	135,590	93,610
Walnut Hills GID	448,618	90,700	75,300	464,018
Antelope GID	105,962	231,000	192,550	144,412

**BOARD OF DIRECTORS
FOR THE
ANTELOPE WATER SYSTEM GENERAL IMPROVEMENT DISTRICT
CENTENNIAL, COLORADO**

RESOLUTION NO. 2017-AGID-R-02

**A RESOLUTION OF THE BOARD OF DIRECTORS OF THE
ANTELOPE WATER SYSTEM GENERAL IMPROVEMENT DISTRICT
TO SET THE 2017 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 2018 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 6, 2017, 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 6, 2017; and

WHEREAS, the amount of money available for 2018 Financial Uses is \$192,550; and

WHEREAS, the 2017 net valuation for assessment of real property within the District, as certified by the Arapahoe County Assessor, is \$5,679,591.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Antelope Water System General Improvement District:

TO SET MILL LEVY

1. That for the purpose of meeting general operating expenses and debt service payments of the District during the 2018 budget year, there is hereby levied a tax of 1.056 mills for General Operating Expenses, plus 25.530 mills for General Obligation Bond and Interest, for a total mill levy of 26.586 upon each dollar of total valuation for assessment of all taxable property within the District, to raise \$151,000 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 11th day of December, 2017.

By: Cathy A. Nor
Chairperson of the District

ATTEST:

By: [Signature]
Secretary to District

Approved as to Form:

By: [Signature]
Attorney for District

CERTIFICATION OF TAX LEVIES

DISTRICT ID 4020
Page 1.

ANTELOPE WATER SYSTEM GENERAL IMPROVEMENT DISTRICT

TO: County Commissioners of Arapahoe County, Colorado

For the year 2017, the _____ Board of Directors _____ of the
(governing body)

Antelope Water System General Improvement District hereby certifies a total levy of 26.586 mills
(unit of government)

to be extended by you upon the total assessed valuation of \$ 5,679,591

to produce \$ 151,000 in revenue.

The levies and revenues are for the following purposes:

	LEVY	REVENUE
1. General Operating Expense	<u>1.056</u> mills	\$ <u>6,000</u>
2. Refund / Abatements	_____ mills	\$ _____
3. Temporary Tax Credit or Rate Reduction (minus)	< _____ > mills	\$ < _____ >
SUBTOTAL	<u>1.056</u> mills	\$ <u>6,000</u>
4. General Obligation Bonds and Interest		
a. See attached description	<u>25.530</u> mills	\$ <u>145,000</u>
b. See attached description	_____ mills	\$ _____
SUBTOTAL	<u>25.530</u> mills	\$ <u>145,000</u>
5. Contractual Obligations Approved at election	_____ mills	\$ _____
a. See attached description	_____ mills	\$ _____
b. See attached description	_____ mills	\$ _____
SUBTOTAL	_____ mills	\$ _____
6. Capital Expenditures levied pursuant to 29-1-301(1.2) or 29-1-302(1.5) CRS.	_____ mills	\$ _____
7. Other (specify)	_____ mills	\$ _____
TOTAL	<u>26.586</u> mills	\$ <u>151,000</u>

Contact Person: Doug Farnen, Finance Director Daytime Telephone Number 303-754-3325

Signed  Title Finance Director

NOTE: Certification must be to three decimal places only.

Send copy to the Division of Local Government

IF YOU ARE LOCATED IN MORE THAN ONE COUNTY, PLEASE LIST ALL COUNTIES HERE:

CERTIFICATION OF TAX LEVIES

DISTRICT ID 4020
Page 2.

ANTELOPE WATER SYSTEM GENERAL IMPROVEMENT DISTRICT

PLEASE SUBMIT THE FOLLOWING INFORMATION FOR EACH GENERAL OBLIGATION BOND:

Purpose of Issue Construct Water System Series 2016
Date of Issue March, 2016 Coupon Rate Varies (2.00% - 5.000%)
Maturity Date 2035
Levy: 25.530 Revenue: \$145,000

(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.

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

RESOLUTION NO. 2017-CPGID-R-02

**A RESOLUTION ADOPTING THE CHERRY PARK GENERAL
IMPROVEMENT DISTRICT 2018 PROPOSED BUDGET AND
APPROPRIATING SUMS OF MONEY**

WHEREAS, the City of Centennial organized the Cherry Park 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)(4) 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 proposed District 2018 Budget ("2018 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 2018 Budget for the purposes described below, as more fully set forth in each such budget, so as not to impair the operations of the District; and

WHEREAS, the 2018 Budget remains 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 2018 Budget was open for inspection by the public at the Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado, and a public hearing was held on November 6, 2017, 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 2018 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. 2018 Budget.

- A. The 2018 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 2018 Budget for the District. The 2018 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 2018 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 2018 Budget as may be permit by law.

Section 2. 2018 Appropriations.

- A. Appropriations for 2018 are hereby approved for the District and are identified in the 2018 Budget and the attached "General Improvement District Funds Summary" as "2018 Financial Uses."
- B. The 2018 Budget provides that appropriations for budget year 2018 for the District shall also include appropriation of previously budgeted and appropriated, but remaining unexpended, funds from 2017 and such funds shall remain available for expenditure in 2018 for the identified purposes of the District as the 2018 Budget may be amended and appropriations supplemented by the Board of Directors in accordance with applicable law.

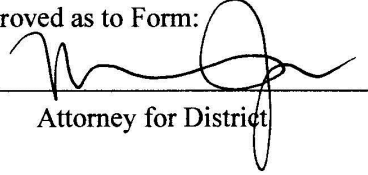
Section 3. This Resolution shall be effective immediately upon adoption.

ADOPTED by a vote of 9 in favor and 0 against this 6th day of November, 2017.

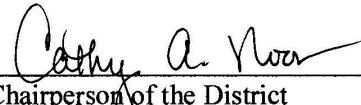
By: Cathy A. Nor
Chairperson of the District

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 2018 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.

Funds	2018 Beginning Fund Balance	2018 Financial Sources	2018 Financial Uses	2018 Ending Fund Balance
Special Revenue Funds	\$ 715,280	\$ 448,400	\$ 447,250	\$ 716,430
Cherry Park GID	-	58,200	43,810	14,390
Foxridge GID	160,700	68,500	135,590	93,610
Walnut Hills GID	448,618	90,700	75,300	464,018
Antelope GID	105,962	231,000	192,550	144,412

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

RESOLUTION NO. 2017-CPGID-R-03

**A RESOLUTION OF THE BOARD OF DIRECTORS OF THE
CHERRY PARK GENERAL IMPROVEMENT DISTRICT TO SET
THE 2017 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 2018 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 6, 2017, 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 6, 2017; and

WHEREAS, the amount of money available for 2018 Financial Uses is \$43,810; and

WHEREAS, the 2017 net valuation for assessment of real property within the District, as certified by the Arapahoe County Assessor, is \$12,743,723.

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 2018 budget year, there is hereby levied a tax of 4.437 mills less a temporary rate reduction for Budget Year 2018 of 0.197 mills for a total mill levy of 4.240 upon each dollar of total valuation for assessment of all taxable property within the District, to raise \$54,028 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 11th day of December, 2017.

By: Cathy A. Noon
Chairperson of the District

ATTEST:
By: Arbana L. L. L.

Approved as to Form:
By: [Signature]

CERTIFICATION OF TAX LEVIES

DISTRICT ID 4206
Page 1.

CHERRY PARK GENERAL IMPROVEMENT DISTRICT

TO: County Commissioners of Arapahoe County, Colorado

For the year 2017, the _____ Board of Directors _____ of the
(governing body)

_____ Cherry Park General Improvement District _____ hereby certifies a total levy of _____ 4.240 _____ mills
(unit of government)

to be extended by you upon the total assessed valuation of \$ _____ 12,743,723 _____

to produce \$ _____ 54,028 _____ in revenue.

The levies and revenues are for the following purposes:

	LEVY	REVENUE
1. General Operating Expense	_____ 4.437 _____ mills	\$ _____ 56,538 _____
2. Refund / Abatements	_____ _____ mills	\$ _____
3. Temporary Tax Credit or Rate Reduction (minus)	< _____ 0.197 _____ > mills	\$ < _____ 2,510 _____ >
SUBTOTAL	_____ 4.240 _____ mills	\$ _____ 54,028 _____
4. General Obligation Bonds and Interest		
a. See attached description	_____ _____ mills	\$ _____
b. See attached description	_____ _____ mills	\$ _____
SUBTOTAL	_____ _____ mills	\$ _____
5. Contractual Obligations Approved at election	_____ _____ mills	\$ _____
a. See attached description	_____ _____ mills	\$ _____
b. See attached description	_____ _____ mills	\$ _____
SUBTOTAL	_____ _____ mills	\$ _____
6. Capital Expenditures levied pursuant to 29-1-301(1.2) or 29-1-302(1.5) CRS.	_____ _____ mills	\$ _____
7. Other (specify)	_____ _____ mills	\$ _____
TOTAL	_____ 4.240 _____ mills	\$ _____ 54,028 _____

Contact Person: _____ Doug Farnen, Finance Director _____ Daytime Telephone Number _____ 303-754-3225 _____

Signed _____  _____ Title _____ Finance Director _____

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
FOXRRIDGE GENERAL IMPROVEMENT DISTRICT
CENTENNIAL, COLORADO**

RESOLUTION NO. 2017-FRGID-R-01

**A RESOLUTION ADOPTING THE FOXRRIDGE GENERAL
IMPROVEMENT DISTRICT 2018 PROPOSED BUDGET AND
APPROPRIATING SUMS OF MONEY**

WHEREAS, the City of Centennial organized the Foxrridge 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)(4) 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 proposed District 2018 Budget (“2018 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 2018 Budget for the purposes described below, as more fully set forth in each such budget, so as not to impair the operations of the District; and

WHEREAS, the 2018 Budget remains in balance, as required by law; and

WHEREAS, upon due and proper notice, published in accordance with Section 29-1-106, C.R.S., the proposed 2018 Budget was open for inspection by the public at the Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado, and a public hearing was held on November 6, 2017, 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 2018 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. 2018 Budget.

- A. The 2018 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 2018 Budget for the District. The 2018 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 2018 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 Board of Directors 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 2018 Budget as may be permitted by law.

Section 2. 2018 Appropriations.


- A. Appropriations for 2018 are hereby approved for the District and are identified in the 2018 Budget and the attached "General Improvement District Funds Summary" as "2018 Financial Uses."
- B. The 2018 Budget provides that appropriations for budget year 2018 for the District shall also include appropriation of previously budgeted and appropriated, but remaining unexpended, funds from 2017 and such funds shall remain available for expenditure in 2018 for the identified purposes of the District as the 2018 Budget may be amended and appropriations supplemented by the Board of Directors in accordance with applicable law.

Section 3. This Resolution shall be effective immediately upon adoption.

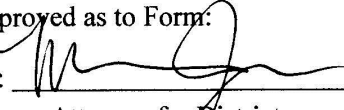
ADOPTED by a vote of 9 in favor and 0 against this 6th day of November, 2017.

By: Cathy A. Noon
Chairperson of the District

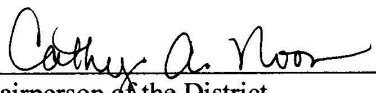
ATTEST:

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 2018 Budget of the Foxridge 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.

Funds	2018 Beginning Fund Balance	2018 Financial Sources	2018 Financial Uses	2018 Ending Fund Balance
Special Revenue Funds	\$ 715,280	\$ 448,400	\$ 447,250	\$ 716,430
Cherry Park GID	-	58,200	43,810	14,390
Foxridge GID	160,700	68,500	135,590	93,610
Walnut Hills GID	448,618	90,700	75,300	464,018
Antelope GID	105,962	231,000	192,550	144,412

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

RESOLUTION NO. 2017-FRGID-R-02

**A RESOLUTION OF THE BOARD OF DIRECTORS OF THE
FOXTRIDGE GENERAL IMPROVEMENT DISTRICT TO SET THE
2017 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 2018 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 6, 2017, 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 6, 2017; and

WHEREAS, the amount of money available for 2018 Financial Uses is \$135,590; and

WHEREAS, the 2017 net valuation for assessment of real property within the District, as certified by the Arapahoe County Assessor, is \$30,788,081.

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 2018 budget year, there is hereby levied a tax of 2.151 mills less a temporary rate reduction for Budget Year 2018 of 0.077 mills for a total mill levy of 2.074 upon each dollar of total valuation for assessment of all taxable property within the District, to raise \$63,867 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 11th day of December, 2017.

By: Cathy A. Noor
Chairperson of the District

ATTEST:

By: Audrea Letourneau
Secretary to District

Approved as to Form:

By: [Signature]
Attorney for District

CERTIFICATION OF TAX LEVIES

DISTRICT ID 4320
Page 1.

FOXRIDGE GENERAL IMPROVEMENT DISTRICT

TO: County Commissioners of Arapahoe County, Colorado

For the year 2017, the _____ Board of Directors _____ of the
(governing body)

_____ Foxridge General Improvement District _____ hereby certifies a total levy of _____ 2.074 _____ mills
(unit of government)

to be extended by you upon the total assessed valuation of \$ _____ 30,788,081 _____

to produce \$ _____ 63,867 _____ in revenue.

The levies and revenues are for the following purposes:

	LEVY	REVENUE
1. General Operating Expense	_____ 2.151 _____ mills	\$ _____ 66,225 _____
2. Refund / Abatements	_____ _____ mills	\$ _____
3. Temporary Tax Credit or Rate Reduction (minus)	< _____ 0.077 _____ > mills	\$ < _____ 2,358 _____ >
SUBTOTAL	_____ 2.074 _____ mills	\$ _____ 63,867 _____
4. General Obligation Bonds and Interest		
a. See attached description	_____ _____ mills	\$ _____
b. See attached description	_____ _____ mills	\$ _____
SUBTOTAL	_____ _____ mills	\$ _____
5. Contractual Obligations Approved at election	_____ _____ mills	\$ _____
a. See attached description	_____ _____ mills	\$ _____
b. See attached description	_____ _____ mills	\$ _____
SUBTOTAL	_____ _____ mills	\$ _____
6. Capital Expenditures levied pursuant to 29-1-301(1.2) or 29-1-302(1.5) CRS.	_____ _____ mills	\$ _____
7. Other (specify)	_____ _____ mills	\$ _____
TOTAL	_____ 2.074 _____ mills	\$ _____ 63,867 _____

Contact Person: _____ Doug Farnen, Finance Director _____ Daytime Telephone Number _____ 303-754-3325 _____

Signed _____  _____ Title _____ Finance Director _____

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. 2017-WHGD-R-01

**A RESOLUTION ADOPTING THE WALNUT HILLS GENERAL
IMPROVEMENT DISTRICT 2018 PROPOSED BUDGET AND
APPROPRIATING SUMS OF MONEY**

WHEREAS, the City of Centennial organized the Walnut Hills 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)(4) 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 proposed District 2018 Budget ("2018 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 2018 Budget for the purposes described below, as more fully set forth in each such budget, so as not to impair the operations of the District; and

WHEREAS, the 2018 Budget remains 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 2018 Budget was open for inspection by the public at the Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado, and a public hearing was held on November 6, 2017, 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 2018 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. 2018 Budget.

- A. The 2018 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 2018 Budget for the District. The 2018 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 2018 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 2018 Budget as may be permit by law.

Section 2. 2018 Appropriations.

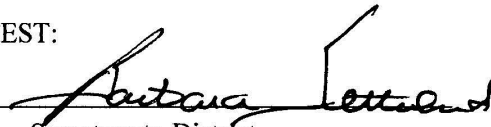
- A. Appropriations for 2018 are hereby approved for the District and are identified in the 2018 Budget and the attached "General Improvement District Funds Summary" as "2018 Financial Uses."
- B. The 2018 Budget provides that appropriations for budget year 2018 for the District shall also include appropriation of previously budgeted and appropriated, but remaining unexpended, funds from 2017 and such funds shall remain available for expenditure in 2018 for the identified purposes of the District as the 2018 Budget may be amended and appropriations supplemented by the Board of Directors in accordance with applicable law.

Section 3. This Resolution shall be effective immediately upon adoption.

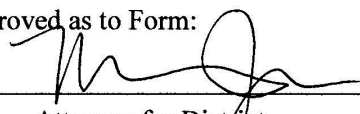
ADOPTED by a vote of 9 in favor and 0 against this 6th day of November, 2017.

By: Cathy A. Now
Chairperson of the District

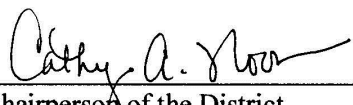
ATTEST:

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 2018 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.

Funds	2018 Beginning Fund Balance	2018 Financial Sources	2018 Financial Uses	2018 Ending Fund Balance
Special Revenue Funds	\$ 715,280	\$ 448,400	\$ 447,250	\$ 716,430
Cherry Park GID	-	58,200	43,810	14,390
Foxridge GID	160,700	68,500	135,590	93,610
Walnut Hills GID	448,618	90,700	75,300	464,018
Antelope GID	105,962	231,000	192,550	144,412

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

RESOLUTION NO. 2017-WHGD-R-02

**A RESOLUTION OF THE BOARD OF DIRECTORS OF WALNUT
HILLS GENERAL IMPROVEMENT DISTRICT TO SET THE 2017
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 2018 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 6, 2017, 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 6, 2017; and

WHEREAS, the amount of money available for 2018 Financial Uses is \$75,300; and

WHEREAS, the 2017 net valuation for assessment of real property within the District, as certified by the Arapahoe County Assessor, is \$31,446,655.

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 2018 budget year, there is hereby levied a tax of 3.112 mills less a temporary rate reduction for Budget Year 2018 of 0.497 mills for a total mill levy of 2.615 upon each dollar of total valuation for assessment of all taxable property within the District, to raise \$82,247 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 11th day of December, 2017.

By: Cathy A. Brown
Chairperson of the District

ATTEST:

By: Andrea Lattin
Secretary to District

Approved as to Form:

By: [Signature]
Attorney for District

CERTIFICATION OF TAX LEVIES

DISTRICT ID 4742
Page 1.

WALNUT HILLS GENERAL IMPROVEMENT DISTRICT

TO: County Commissioners of Arapahoe County, Colorado

For the year 2017, the _____ Board of Directors _____ of the
(governing body)

_____ Walnut Hills General Improvement District _____ hereby certifies a total levy of _____ 2.615 _____ mills
(unit of government)

to be extended by you upon the total assessed valuation of \$ _____ 31,446,655 _____

to produce \$ _____ 82,247 _____ in revenue.

The levies and revenues are for the following purposes:

	LEVY	REVENUE
1. General Operating Expense	_____ 3.112 _____ mills	\$ _____ 97,862 _____
2. Refund / Abatements	_____ _____ mills	\$ _____
3. Temporary Tax Credit or Rate Reduction (minus)	< _____ 0.497 _____ > mills	\$ < _____ 15,615 _____ >
SUBTOTAL	_____ 2.615 _____ mills	\$ _____ 82,247 _____
4. General Obligation Bonds and Interest		
a. See attached description	_____ _____ mills	\$ _____
b. See attached description	_____ _____ mills	\$ _____
SUBTOTAL	_____ _____ mills	\$ _____
5. Contractual Obligations Approved at election	_____ _____ mills	\$ _____
a. See attached description	_____ _____ mills	\$ _____
b. See attached description	_____ _____ mills	\$ _____
SUBTOTAL	_____ _____ mills	\$ _____
6. Capital Expenditures levied pursuant to 29-1-301(1.2) or 29-1-302(1.5) CRS.	_____ _____ mills	\$ _____
7. Other (specify)	_____ _____ mills	\$ _____
TOTAL	_____ 2.615 _____ mills	\$ _____ 82,247 _____

Contact Person: _____ Doug Farnen, Finance Director _____ Daytime Telephone Number _____ 303-754-3225 _____

Signed _____  _____ Title _____ Finance Director _____

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:

CENTENNIAL URBAN REDEVELOPMENT AUTHORITY

RESOLUTION NO. 2017-CURA-R-01

**A RESOLUTION AMENDING AND ADOPTING THE CENTENNIAL URBAN
REDEVELOPMENT AUTHORITY 2018 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, Part 1 of Article 25, Title 31, C.R.S., 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 a certain 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 a 2018 Proposed Budget ("2018 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 2018 Budget for the purposes described below, as more fully set forth in the 2018 Budget, so as not to impair the operations of the CURA; and

WHEREAS, the 2018 Budget remains in balance, as required by law; and

WHEREAS, upon due and proper notice, published in accordance with applicable law, the proposed 2018 Budget was open for inspection by the public at the Centennial Civic Center, 13133 East Arapahoe Road, Centennial, Colorado, and a public hearing was held on November 6, 2017, 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 2018 Budget; and

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

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of the Centennial Urban Redevelopment Authority:

Section 1. 2018 Budget.

- A. The 2018 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 2018 Budget for the CURA. The 2018 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 2018 Budget 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.

Section 2. 2018 Appropriations.

- A. Appropriations for 2018 are hereby approved for the CURA and are identified in the 2018 Budget and the attached "Centennial Urban Redevelopment Authority Summary" as "2018 Financial Uses."
- B. The 2018 Budget provides that appropriations for budget year 2018 for the CURA shall also include appropriation of previously budgeted and appropriated, but remaining unexpended, funds from 2017 and such funds shall remain available for expenditure in 2018 for the identified purposes of the CURA as the budget may be amended and appropriations supplemented by the Board of Commissioners in accordance with applicable law.

Section 5. This Resolution shall be effective immediately upon adoption

ADOPTED by a vote of 9 in favor and 0 against this 6th day of November, 2017.

By: Cathy A. Noon
Cathy A. Noon, CURA Chairperson

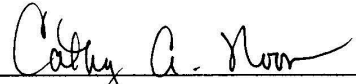
ATTEST:

By: Antara Lottalind
Secretary to CURA

Approved as to Form:

By: [Signature]
CURA Counsel

I hereby certify that to the best of my knowledge the budget presented to the Board of Commissioners with this Resolution are true and correct copies of the 2018 Budget of the Centennial Urban Redevelopment Authority.

By: 
Cathy A. Noon, CURA Chairperson

CENTENNIAL URBAN REDEVELOPMENT AUTHORITY SUMMARY

The following chart summarizes the financial resources, financial uses, and funds available for the Centennial Urban Redevelopment Authority (CURA) funds.

Funds	2018 Beginning Fund Balance	2018 Financial Resources	2018 Financial Uses	2018 Ending Fund Balance
Special Revenue Funds	\$ 434,747	\$ 6,346,651	\$ 6,346,651	\$ 434,747
CURA	434,747	6,346,651	6,346,651	434,747



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CITY MANAGER AUTHORIZED EXPENDITURES

CITY OF CENTENNIAL, COLORADO

RESOLUTION NO. 2017-R-61

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 2018

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 in excess of the City Manager’s Approval Amount for routine and common annual contracts necessary for the efficient operation of the City as set forth in **Exhibit A**.

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, 2018 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, 2018.

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 11th day of December, 2017.

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

ATTEST:

By: Audra Leonard
City Clerk or Deputy City Clerk

Approved as to Form:
By: [Signature]
For City Attorney’s Office

Exhibit A

Authorized Expenditures Over the City Manager's Approval Amount Schedule

2018 Authorization Summary*As Shown in the 2018 Adopted Budget***Communications**

	Community Activities	\$ 175,000	Team Player Productions	General Fund
Total	Communications	\$ 175,000		

Finance

	Auditing Services - Sales Tax Program	\$ 260,000	Revenue Recovery Group Contract	General Fund
	Property and Casualty Insurance Services	360,801	CIRSA Insurance	General Fund
	Sales & Use Tax Administration Services	464,900	PReMa Corp. Contract	General Fund
Total	Finance	\$ 1,085,701		

Public Works

	Materials - Snow Removal	\$ 702,047		General Fund
	Signal Additions/Repair	230,000	W.L. Contractor	General Fund
	Signal Pole Maintenance	150,000	W.L. Contractor	General Fund
	Public Works Contingency Costs	50,000	W.L. Contractor	General Fund
Total	Public Works	\$ 1,132,047		

Capital Improvement Fund

	Street Rehabilitation Program	\$ 6,750,000	Annual Street Program	Capital Improvement Fund
Total	Capital Improvement Fund	\$ 6,750,000		



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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;

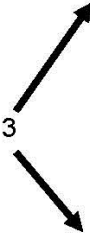
- (3) Government Contracts. Purchases/contracts with federal, state and local government and political subdivisions of the state;
- (4) Published Materials. Purchases of magazines, books, publications and periodicals;
- (5) Sole Source. In conformity with a procedure to be promulgated by the City Manager 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/manufacture 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
	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 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:

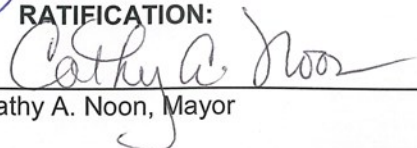


John H. Danielson, City Manager

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



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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.

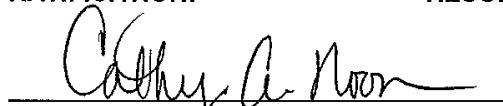
VII. APPROVAL:


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

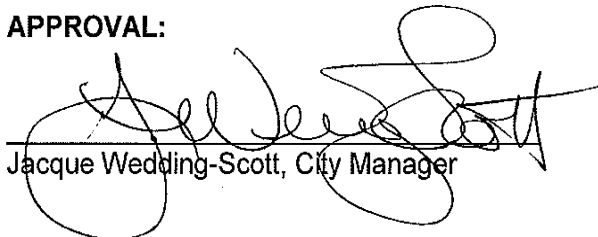
Monthly, the Finance Department shall review and distribute the actual year to date Expenditure reports to each Department. Each Department manager is responsible and accountable for ensuring total Departmental Expenditures are within Budget. If additional funds are necessary to provide services to the 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:


Jacquie Wedding-Scott, City Manager

11.9.10
Date

VIII. RATIFICATION:

RESOLUTION NO. 2011-R-11

Cathy A. Noon
Cathy A. Noon, Mayor

1-18-11
Date

ATTEST:

Brenda J. Madison
City Clerk or Deputy City Clerk

CITY OF CENTENNIAL, COLORADO
13133 East Arapahoe Road, Centennial, Colorado 80112

ADMINISTRATIVE POLICY
No. 2010-AP-04
Modified for Ratification

BUDGET POLICY

I. AUTHORITY:

The City's Home Rule Charter ("Charter"), as adopted in 2008, requires the City to prepare an annual Budget. The Charter specifically addresses the Proposed Annual Budget (Section 11.5), Budget Hearing (Section 11.6), Scope of Annual Budget (Section 11.7), Contingencies (Section 11.10), Adoption of Budget and Appropriation (Section 11.12), and Amendments and Appropriations (Section 11.13).

In addition, City Ordinance No. 2010-O-06, an ordinance amending Article 2 of Chapter 2 of the City's Municipal Code, provides authority to the City Manager to develop City financial policies. Section 2-2-130(b)(6) of Ordinance No. 2010-O-06 describes the responsibilities and duties of the City Manager concerning financial policies and states the City Manager shall be authorized to promulgate administrative policies, including financial policies, consistent with all federal, state and local laws subject to ratification of the policy by the City Council.

II. PURPOSE OF POLICY:

The City's Budget policy provides the framework for the overall fiscal management of the City. The policy provides the necessary information for City Council and each functional area of the City to make sound fiscal decisions, and is the guideline for evaluating both current activities and potential new activities. The Budget policy also reflects the principles and practices that have allowed the City to maintain financial stability through economic downturns and uncertainties.

III. SCOPE:

This policy applies to each annual Budget.

IV. DEFINITIONS:

Adopted – The Budget as approved by the City Council.

Appropriation – A specific amount of money authorized by the City Council for an approved Expenditure.

Balanced Budget – A Budget in which planned Expenditures do not exceed forecasted Revenues plus Fund Balance, including surpluses.

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

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

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

Contingency – An Appropriation of funds to cover unforeseen events that occur during the Fiscal Year, such as federal mandates, shortfalls in Revenue, and similar eventualities.

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

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

Fund – A set of inter-related accounts to record Revenues and Expenditures associated with a specific purpose.

Fund Balance – The amount of financial resources available for use, derived from unencumbered resources available in a Fund from the prior/current year after payment of the prior/current year Expenditures.

General Fund – The primary Fund used by the City for which Revenues and Expenditures are not legally restricted for use. Examples of departments operating within the General Fund include Public Safety, Public Works, and Finance.

General Improvement District (GID) – A public entity created according to Colorado Revised Statutes that provides specific services to a limited geographic area.

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

Modified Accrual Basis of Accounting - The basis of accounting by which Revenues are recorded when they are both measurable and available. Expenditures are recorded when a liability is incurred.

Operating Budget – The annual Appropriation of funds for program costs, which include salaries, benefits, maintenance, operations, and capital outlay items.

Proposed – The Budget presented to City Council prior to their adoption of the Budget document.

Reserve – An account which sets aside a portion of a Fund's balance for some future use. These funds are not available for Appropriation or Expenditure except when qualifying events occur.

Revenue – Funds received from the collection of taxes, fees, permits, licenses, interest, and grants during the Fiscal Year.

Special Revenue Funds – Special Revenue Funds account for Revenue sources that are legally restricted for specific purposes.

V. POLICY:

Budget Philosophy

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

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

- anticipates conservative growth and Revenue forecasts for budgeting purposes
- appropriates the Budget in accordance with the City's Charter, Colorado Constitution, and Colorado State laws
- adopts financial management policies that establish guidelines for financial plans and includes these policies in the annual budget document
- establishes Budgets for all Funds based on adopted policies and practices
- adjusts the Budget to reflect changes in the local economy, changes in priorities, and receipt of unbudgeted Revenues
- organizes the Budget so that Revenues are related to Expenditures, to the extent possible
- prepares a multi-year strategic plan for the City, including capital improvement projects
- allows staff to manage the operating and capital budgets, with City Council's approval

- provides department directors with immediate access to Revenue and Expenditure information to assist their efforts in controlling annual Expenditures against budget appropriations

Budget Process

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

Budget Committee

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

Budget Term

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

Basis for Budgeting

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

Budget Contingencies

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

Contingency line item within the same Fund. Amounts may be moved in and out of the Contingency line item by Fund, as necessary, while maintaining the budgeted Fund Balance as a percent of Expenditures plus transfers out.

Budget Recommendations

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

Public Hearings

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

Adoption and Appropriation of Funds

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

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

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

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

Changes to Adopted Budget

After the commencement of the Fiscal Year, the amounts appropriated for the Proposed Expenditures in the Adopted Budget are deemed appropriated for each purpose specified. The Expenditures of City operating funds cannot exceed the budgeted Appropriations for the respective Fund. In certain cases however, Adopted Budgets can be increased, decreased, or amounts transferred between Funds upon City Council authorization.

Supplemental Appropriation

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

Unanticipated Revenue

Council may approve for Expenditure any unanticipated Revenue that may be received during the Fiscal Year. Such Revenue may be generated from grants, issuance of bonds, or the implementation of a new fee.

Carry Over

Generally, all Operating Budget Appropriations lapse at year end, although unexpended Appropriations may be reappropriated for the next year. Unexpended capital project Appropriations in the Capital Improvement Program are automatically reappropriated for the next year, by project, until project completion at which time funds are unappropriated and generally reported in Fund Balance.

Budget Decreases

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

Level and Control / Budget Transfers

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

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

The City may transfer appropriated funding from one Fund to another Fund provided:

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

Lapsed Appropriations

All Appropriations not spent at the end of the Fiscal Year lapse into the Fund Balance applicable to the specific Fund, except as follows:

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

Budget Preparation and Schedule

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

Fund Accounting

Fund accounting is generally used both for Budgeting and accounting purposes. Each Fund is established for a specific purpose and is considered a separate accounting entity. Council must approve or appropriate any Expenditure from the various Funds, including Expenditures from Reserves. Authorization is generally formalized prior to the beginning of each Fiscal Year, but may occur by City Council anytime during the year if funds are available. All City Expenditures within the Funds described below are appropriated by City Council.

City Fund Types

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

Special Revenue Funds - Special Revenue Funds are used to account for the proceeds of specific Revenue sources that are restricted or committed to Expenditure for specified purposes other than debt service or capital projects.

Debt Service Funds - Debt Service Funds are used to account for financial resources that are restricted, committed, or assigned to Expenditure for principal and interest.

Capital Project Funds – Capital Project Funds are used to account for resources that are restricted, committed, or assigned to Expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets.

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

Strategic Plan

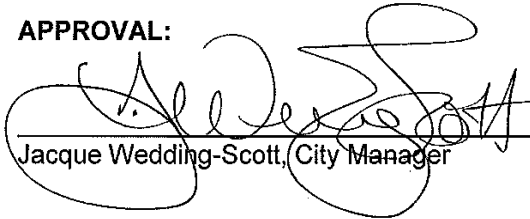
The City develops a five year strategic plan that demonstrates its ability to accomplish long-term goals. The strategic plan is intended to be utilized as a planning tool and does not illustrate future Budgets, services, or programs in any detail, but only by Fund type. Although Expenditures are approved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

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

VI. EFFECTIVE DATE:

This policy shall be effective upon signature.

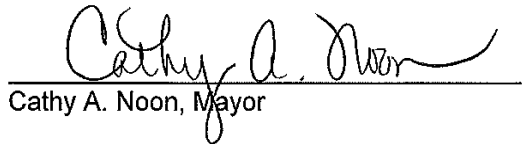
VII. APPROVAL:


Jacquie Wedding-Scott, City Manager

1.7.11
Date

VIII. RATIFICATION:

RESOLUTION NO. 2011-R-11


Cathy A. Noon, Mayor

1-18-11
Date

ATTEST:


City Clerk or Deputy City Clerk

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.

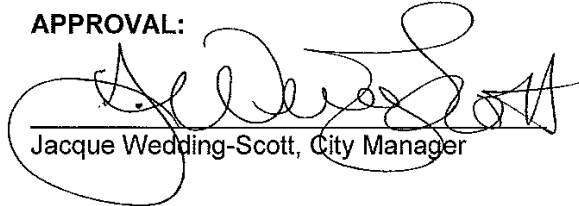
Federal Arbitrage Rebate Requirement

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:

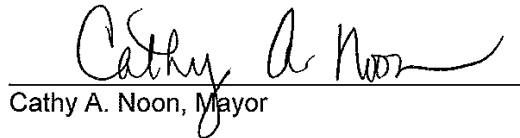

Jacque Wedding-Scott, City Manager

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

1st REVISION

FUND BALANCE & RESERVE POLICY

I. AUTHORITY:

City Ordinance No. 2010-O-06, an ordinance amending Article 2 of Chapter 2 of the City's Municipal Code, provides authority to the City Manager to develop City financial policies. Section 2-2-130(b)(6) of Ordinance No. 2010-O-06 describes the responsibilities and duties of the City Manager concerning financial policies and states the City Manager shall be authorized to promulgate administrative policies, including financial policies, consistent with all federal, state and local laws subject to ratification of such policies by the City Council.

II. PURPOSE OF POLICY:

The Fund Balance and Reserve policy of the City provides the framework for the overall fiscal management of the City. Revenue projections are conservative and authorized Expenditures are closely monitored. In stable economic times, the combination of these two strategies leads to Revenue collections higher than actual Expenditures. The accumulation of these Reserves protects the City from uncontrollable increases in Expenditures or unforeseen reductions in Revenue, or a combination of the two. This allows for the prudent financing of capital construction and replacement projects.

III. SCOPE:

This policy applies to all City Fund Balances and Reserves.

IV. DEFINITIONS:

Appropriation – A specific amount of money authorized by the City Council for an approved Expenditure.

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

Fund – A set of inter-related accounts to record Revenues and Expenditures associated with a specific purpose.

Fund Balance – The amount of financial resources available for use, derived from unencumbered resources available in a Fund from the prior/current year after payment of the prior/current year Expenditures.

Reappropriation – A specific amount of money authorized by City Council for an approved expenditure during a previous period and carried forward to the subsequent year; also known as a carryover expenditure.

Reserve – An account which sets aside a portion of a Fund's balance for some future use. These Funds are not available for Appropriation or Expenditure except when qualifying events occur.

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

V. POLICY:

Overview

Fund Balance is the amount of financial resources available for use, and represents accumulated Revenues over Expenditures that may be appropriated by City Council. All Fund Balance amounts are re-appropriated annually within each Fund to allow for budgetary flexibility, with the exception of the General Fund. In addition, specific Reserves are set aside within each Fund; these funds are not available for Appropriation or Expenditure except when certain events occur.

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

Fund Balances

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

Nonspendable Fund Balance

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

Restricted Fund Balance

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

Open Space and Conservation Trust Funds are reported as Restricted for parks and open space, as the use of fund resources is restricted for specific uses as defined by Arapahoe County and the State of Colorado, respectively.

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

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

Committed Fund Balance

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

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

Assigned Fund Balance

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

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

Unassigned Fund Balance

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

VI. EFFECTIVE DATE:

This policy shall be effective upon signature.

VII. APPROVAL:



David Zelenok, Acting City Manager

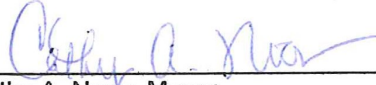
8/26/11

Date

VIII. RATIFICATION:

RESOLUTION NO.

2011-R-73



Cathy A. Noon, Mayor

9-8-11

Date

ATTEST:



City Clerk or Deputy City Clerk





CITY OF CENTENNIAL, COLORADO
13133 East Arapahoe Road, Centennial, Colorado 80112

ADMINISTRATIVE POLICY
No. 2017-AP-01

CITY OF CENTENNIAL
INVESTMENT POLICY
(2ND REVISION)

I. AUTHORITY:

Section 2-2-130(b)(6) of the Centennial Municipal Code ("Code") describes the responsibilities and duties of the City Manager concerning financial policies, and states that 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, Section 2-2-130 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:

This City of Centennial ("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 Districts' funds and to ensure that the investment program is operated in conformance with governing legislation and other legal requirements.

This Policy will supersede and replace the Policy as previously adopted and ratified by City Council approved Investment Policy No. 2007-CCP-04 and No. 2011-AP-03.

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 as required by the Taxpayer Bill of Rights (TABOR), which must equal 3%
- 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 consistent with applicable fund use restrictions.
- 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 Districts' 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:

A. 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:

1. Safety

Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.

a. Credit Risk

The City will minimize credit risk, which is the risk of loss of all or part of the investment due to the failure of the security issuer or backer, by:

- Limiting investments to the types of securities listed in this Section V, Sub-Section E of this Policy.
- Pre-qualifying and conducting ongoing due diligence of the financial institutions, broker/dealers, intermediaries, and advisers with which the City will do business in accordance with this Section V, Sub-Section G.
- Diversifying the investment portfolio so that the impact of potential losses from any one type of security or from any one individual issuer will be minimized.

b. Interest Rate Risk

The City will minimize interest rate risk, which is the risk that the market value of securities in the portfolio will fall due to changes in market interest rates, by:

- Structuring the investment portfolio so that security maturities match cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity.
- Investing operating funds primarily in shorter-term securities, money market mutual funds, or similar investment pools and limiting individual security maturity as well as the average maturity of the portfolio in accordance with this Policy (see Section V, Sub-Section F).

2. Liquidity

The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands (static liquidity). Furthermore, since all possible cash demands cannot be anticipated, the portfolio should consist largely of securities with active secondary or resale markets (dynamic liquidity). Alternatively, a portion of the portfolio may be placed in money market mutual funds or local government investment pools which offer same-day liquidity for short-term funds.

3. *Return*

The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The core investments are limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities shall generally be held until maturity with the following exceptions:

- A security with declining credit may be sold early to minimize loss of principal;
- Selling a security and reinvesting the proceeds that would improve the quality, yield, or target duration in the portfolio may be undertaken;
- Unanticipated liquidity needs of the portfolio require that the security be sold.

B. DELEGATION OF AUTHORITY

The City Manager or his/her 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 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.

C. 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 his/her 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.

D. 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; and
- otherwise comply with any applicable City Code of Ethics.

E. 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 Policy immediately upon being enacted.

This Policy further restricts the investment of City and Districts' 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. U.S. Government Agency and Instrumentality Securities: Any security issued by, fully guaranteed by, or for which the full credit of the following is pledged for payment: the Federal Farm Credit Bank, the Federal Land Bank, the Federal Home Loan Bank, the Export-Import Bank, the Government National Mortgage

Association, the World Bank, or any entity or organization that is not listed in this paragraph but that is created by, or the creation of which is authorized by, legislation enacted by the United States Congress and that is subject to control by the federal government that is at least as extensive as that which governs an entity listed in this paragraph. Subordinated U.S. Government Agency or Instrumentality securities are not permissible by this Policy.

Such securities shall be rated at least AA- or the equivalent at the time of purchase by at least two NRSROs and have maturities not exceeding five years from the date of trade settlement.

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

3. Corporate Debt with a maturity not exceeding five 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. 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.
4. Negotiable Certificates of Deposit ("Brokered CDs") with a maturity not exceeding five years from the date of trade settlement and issued by any domestic bank. Negotiable CDs must be U.S. dollar-denominated with a par value and accrued interest within the FDIC coverage amount (thereby, fully insured by FDIC) and must, at the time of purchase, have either a) a long-term rating of at least AA- or the equivalent by at least two NRSROs, or b) short-term ratings of at least A-1 or the equivalent by two NRSROs. For obligations authorized in this section, the City shall limit the combined total of investments to no more than 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.
5. Non-negotiable Certificates of Deposit ("Time CDs") with a maturity not exceeding five years 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.

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."
12. Municipal Bonds. Unlimited Tax General Obligation Bonds issued by U.S. states, or cities, counties, and towns of U.S. states, and Essential Purpose Revenue Bonds backed by real facilities that exist and have a history of successfully servicing outstanding debt, with maturities not exceeding five years from the date of settlement and rated AA or better by one or more NRSRO. For obligations authorized in this section, the City shall limit the combined total of investments to no more than 15% 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.

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.

F. INVESTMENT DIVERSIFICATION

1. Diversification

It is the City's policy to diversify its investment portfolio. In order to eliminate risk of loss resulting from the overconcentration of assets in a specific maturity, issuer, or class of securities, all cash and cash equivalent assets in city funds shall be diversified by maturity, issuer, and security type. Diversification strategies shall be determined and revised periodically by the investment committee/city manager or his/her delegate.

In establishing specific diversification strategies, the following general policies and constraints shall apply: Portfolio maturities shall be staggered to avoid undue concentration of assets in a specific maturity sector. Maturities selected shall provide for stability of income and reasonable liquidity.

2. Maximum Maturities

To the extent possible, the City shall attempt to match its investments with anticipated cash flow requirements. Under this policy, the City will not directly invest in securities maturing more than five (5) years from the date of purchase or in accordance with governing legislation. The City shall adopt weighted average maturity limitations consistent with the investment objectives.

Reserve funds and other funds with longer-term investment horizons may be segregated into a long-term "core" investment portfolio and invested in securities exceeding five (5) years if the maturities of such investments are made to coincide as nearly as practicable with the expected use of funds.

3. Competitive Bids

All investment transactions shall be conducted 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 readily available competitive offering, quotations for comparable or alternative securities will be documented. The competitive transaction requirement is not applicable for new issue security offerings or direct purchases from an issuer.

G. SELECTION OF BANKS, DEPOSITORIES AND BROKER/DEALERS

The City Manager or his/her 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. In addition, a list will be maintained of approved security broker/dealers selected by creditworthiness and/or other factors, such as FINRA broker check.

All financial institutions and broker/dealers who desire to become qualified for investment transactions must supply the following as appropriate:

- Audited financial statements demonstrating compliance with state and federal capital adequacy guidelines;
- Proof of Financial Industry Regulatory Authority (FINRA) certification (not applicable to Certificate of Deposit counterparties);
- Proof of state registration;
- Completed broker/dealer questionnaire (not applicable to Certificate of Deposit counterparties);
- Certification of having read and understood and agreeing to comply with the City's investment policy;
- Evidence of adequate insurance coverage.

H. SAFEKEEPING AND CUSTODY

The City Manager or his/her 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.

I. 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. Investment performance of funds designated as core funds and other non-operating funds that have a long-term (greater than 12 months maturity) investment horizon will be compared to an index comprised of U.S. Treasury or Government securities. The appropriate index will have a duration and asset mix that approximates the portfolios and will be utilized as a benchmark to be compared to the portfolios total rate of return. Examples of an appropriate index are as follows: the Merrill Lynch 1-3 Year Government & Corporate AA Index and/or the Merrill Lynch 1-5 Year Government & Corporate AA Index.

J. REPORTING

The Investment Committee, the membership of which is set by ordinance, 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.

VI. 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.

VII. EFFECTIVE DATE

This Policy shall be effective upon signature.

VIII. APPROVAL

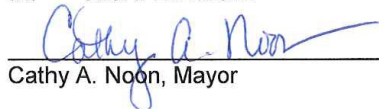


Elisha Thomas, Interim City Manager

May 15, 2017

Date

IX. RATIFICATION:



Cathy A. Noon, Mayor

Resolution No. 2017-R-24
May 15, 2017

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).

Banker's Acceptances - A draft or bill or exchange accepted by a bank or trust company. The accepting institution guarantees payment of the bill, as well as the issuer.

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 Risk - The risk to a bondholder that a bond may be redeemed prior to maturity.

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.

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.

Discount - The amount by which the par value of a security exceeds the price paid for the security.

Districts – The General Improvement Districts, the funds of which are managed by the City and subject to this Policy, which include the
Antelope General Improvement District
Cherry Park General Improvement District
Walnut Hills General Improvement District
Foxridge General Improvement

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.

FINRA – Financial Industry Regulatory Authority. An independent, not-for-profit organization authorized by Congress to regulate the U.S. broker/dealer industry. This organization oversees brokerage firms, monitors the U.S. equities markets, detects potential fraud, and protects investors. FINRA has authority to discipline brokers and resolve investor disputes.

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."

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 City 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.

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

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.

Nationally Recognized Statistical Rating Organization ("NRSRO") – Standard & Poor's, Moody's Investors Service, or Fitch Ratings, the ratings equivalents of shown:

LONG-TERM RATINGS

Standard & Poor's	Moody's Investors Service	Fitch Ratings
AAA	Aaa	AAA
AA+	Aa1	AA+
AA	Aa2	AA
AA-	Aa3	AA-
A+	A1	A+
A	A2	A
A-	A3	A-

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.) $[(\text{Total assets}) - (\text{Liabilities})] / (\text{Number of shares outstanding})$

Negotiable Certificates of Deposit (or 'Brokered' CD) – A negotiable certificate of deposit (NCD) is a certificate of deposit with a minimum face value of \$100,000, and they are guaranteed by the bank and can usually be sold in a highly liquid secondary market, but they cannot be cashed in before maturity. Negotiable CD's are insured up to the Federal Deposit Insurance Corporation (FDIC) amount. These are FDIC insured and not covered by the State's Public Deposit Protection Act coverage.

No Load Fund - A mutual fund which does not levy a sales charge on the purchase of its shares.

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.

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.

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.

Swap - Trading one asset for another.

Total Return - The sum of all investment income plus changes in the capital value of the portfolio. For mutual funds, return on an investment is composed of share price

appreciation plus any realized dividends or capital gains. This is calculated by taking the following components during a certain time period. (Price Appreciation) + (Dividends paid) + (Capital gains) = Total Return

Treasury Bills - Short-term U.S. government non-interest bearing debt securities with maturities of no longer than one year and issued in minimum denominations of \$10,000. Auctions of three- and six-month bills are weekly, while auctions of one-year bills are monthly. The yields on these bills are monitored closely in the money markets for signs of interest rate trends.

Treasury Notes - Intermediate U.S. government debt securities with maturities of one to 10 years and issued in denominations ranging from \$1,000 to \$1 million or more.

Treasury Bonds - Long-term U.S. government debt securities with maturities of ten years or longer and issued in minimum denominations of \$1,000. Currently, the longest outstanding maturity for such securities is 30 years.

Uniform Net Capital Rule - SEC Rule 15C3-1 outlining capital requirements for broker/dealers.

Volatility - A degree of fluctuation in the price and valuation of securities.

"Volatility Risk" Rating - A rating system to clearly indicate the level of volatility and other non-credit risks associated with securities and certain bond funds. The ratings for bond funds range from those that have extremely low sensitivity to changing market conditions and offer the greatest stability of the returns ("aaa" by S&P; "V-1" by Fitch) to those that are highly sensitive with currently identifiable market volatility risk ("ccc-" by S&P, "V-10" by Fitch).

Weighted Average Maturity (WAM) - The average maturity of all the securities that comprise a portfolio. According to SEC rule 2a-7, the WAM for SEC registered money market mutual funds may not exceed 90 days and no one security may have a maturity that exceeds 397 days.

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.

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

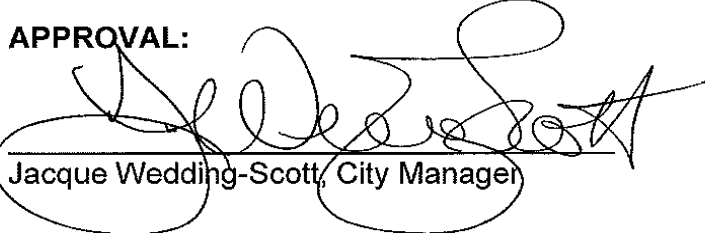
In accordance with the City's Home Rule Charter, Section 11.15 the following information, at a minimum, will be provided in the annual capital program Budget.

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:


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:

Brenda J. Madison

City Clerk or Deputy City Clerk



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