



# **Centennial 2019 BUDGET**

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## **CITY OF CENTENNIAL**

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**2019 BUDGET  
NOVEMBER 5, 2019**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Centennial  
Colorado**

For the Fiscal Year Beginning

**January 1, 2018**

*Christopher P. Morill*

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, 2018. 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.





## **2019 ANNUAL BUDGET**

### **Elected Officials**

Mayor Stephanie Piko  
Candace Moon - Council District 1  
Kathy Turley - Council District 1  
Carrie Penaloza - Council District 2  
Tammy Maurer - Council District 2  
Ken Lucas - Council District 3  
Mike Sutherland - Council District 3  
Ron Weidman - Council District 4  
Marlo Alston - Council District 4

### **Centennial Budget Committee**

Mayor Stephanie Piko • Council Member Carrie Penaloza • James Albee, Citizen  
Thomas Bryan, Citizen • Jae Lee, Citizen • Matthew Sturgeon, City Manager  
Doug Farnen, Finance Director

### **City Staff & Contracted Program Managers**

Matthew Sturgeon, City Manager • Elisha Thomas, Deputy City Manager  
Andy Firestone, Assistant City Manager • Bob Widner, City Attorney  
Doug Farnen, Finance Director • Linda Gregory, Deputy Finance Director  
Jeff Cadiz, Revenue Manager • Elizabeth Dunaway, Purchasing Manager  
Eric Eddy, Director of Strategic Initiatives • Paula Gibson, Human Resources Director  
Travis Greiman, Public Works Director • Steve Greer, Community Development Director  
Craig Faessler, Public Works Program Director • Allison Wittern, Communications Director  
Scott Blumenreich, Chief Innovation Office • Carla Coburn, Information Technology Manager  
Mitch Meier, Enterprise Services Manager • Mike Jones, Analytic Services Manager  
Barbara Setterlind, City Clerk • Ebony Vivens, Deputy City Clerk  
Neil Marciniak, Economic Development Manager • Kimber Liss, Court Administrator

### **Contents & Production**

Connor Meade, Financial Analyst  
Jeff Cadiz, Revenue Manager

### **Cover, Tab Artwork & Photography**

Lyndsay Lack, Marketing Strategist  
Chris Michlewicz, Communications Coordinator





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# BUDGET GUIDE

THE BUDGET GUIDE IS A SUMMARY OF THE INFORMATION CONTAINED IN THE ANNUAL BUDGET DOCUMENT, BROKEN DOWN BY THE SECTIONS CONTAINED WITHIN.



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## HOW TO USE THIS DOCUMENT

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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 2018 and 2019 Budgets. This Budget document includes 2017 Actual, 2018 Adopted, 2018 Amended and 2019 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 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.

### Budget Guide

The Budget Guide provides the reader a brief overview of the Budget document and the sections contained within. There are eleven (11) sections to this book: Budget Guide, Budget Message, Introduction, Strategic Plan, Fund Summaries, General Fund, FiberWorks, Land Use Fund, Capital Improvement Program, GIDs & CURA, and Appendix. 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 City Council and financial estimates and operational plans of the organization. Included in the Budget Message section are explanations of significant changes and/or variances that have occurred between the 2018 Adopted Budget and the 2019 Budget.

### 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.

### 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 Resources which reports the Full Time Equivalent (FTE) count for the 2017 Actual, 2018 Amended, and 2019 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 overview, organizational chart, and budget data.

### FiberWorks

A newly created City fund, this section provides a description of the FiberWorks initiative and reports the budget data.

### 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 overview, organizational chart, and budget data.

### Capital Improvement Program

This section includes project descriptions and future program planning for the Capital Improvement Fund, Conservation Trust Fund and Open Space Fund. This section includes the program overview, organizational chart, and budget data. These funds account for financial resources used for the acquisition, construction, and maintenance of capital infrastructure.



## HOW TO USE THIS DOCUMENT

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### GIDs & CURA

This section provides descriptions and budget data for the four (4) General Improvement Districts (GIDs) the City manages, as well as the Centennial Urban Redevelopment Authority (CURA).

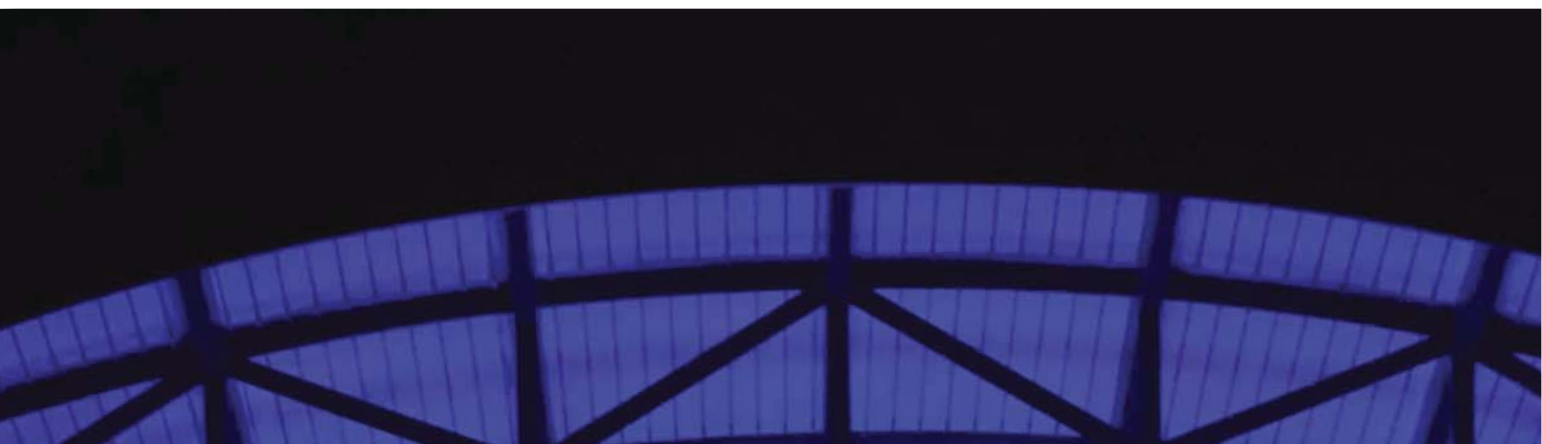
### Appendix

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.



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# BUDGET MESSAGE

THE BUDGET MESSAGE FROM THE THE CITY MANAGER ADDRESSES THE MAJOR POLICIES AND PRIORITIES OF THE CITY COUNCIL AND FINANCIAL ESTIMATES AND OPERATIONAL PLANS FOR THE FISCAL YEAR.

BUDGET MESSAGE





## BUDGET MESSAGE | CITY MANAGER'S MESSAGE

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Honorable Mayor Piko and Members of City Council:

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 strategic projects, service levels, and programs that are in line with the policy direction of City Council.

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. A Proposed Budget was delivered to City Council on September 17th, publicly-noticed budget workshops were held to review the Proposed Budget on October 8th and 9th, and a public hearing adopting the 2019 Budget took place on November 5th, 2018. As required by the Centennial Home Rule Charter and the Colorado Local Government Budget Law, each Fund found in the 2019 Annual Budget is balanced.

### STRATEGIC PLANNING & OUTCOMES

Strategic planning was reintroduced into the organizational culture in 2018, and a concerted effort was made to align the budget with Council priorities and community needs. Six Key Performance Areas (KPA's) were identified during the strategic planning sessions with each initiative having multiple objectives. Working toward implementation or achievement of these objectives was the basis for staff budget proposals and funding recommendations. The six KPA's and the total dollar amount committed to decision packages that received Council consensus for funding are included below (a complete description of the approved decision packages is found within the budget document):

#### Creating Centennial:

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

- One decision package totaling \$75,000, less than 1% of the total decision packages

#### Economic Vitality & Fiscal Responsibility:

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

- Two decision packages totaling \$315,000, ~2% of the total decision packages

#### Future Ready City Government:

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

- Six decision packages totaling \$502,000, ~3% of the total decision packages

#### Public Safety & Health:

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

- Two decision packages totaling \$3,582,828, ~19% of the total decision packages

#### Signature Centennial:

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

- Nine decision packages totaling \$2,025,690, ~11% of the total decision packages

#### Transportation & Mobility:

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

- Two decision packages totaling \$11,890,000, ~65% of the total decision packages

## 2019 ANNUAL BUDGET SUMMARY

### Revenues:

General Fund revenues for 2019 are budgeted at \$76.0 million, an increase of approximately \$1.2 million (1.5%) from the 2018 Adopted Budget (\$74.9 million). The increased revenues are largely due to higher-than-budgeted sales and use tax receipts, increases in the City's property valuations, and higher investment earnings in 2019.

Revenues for All Funds are budgeted at \$91.3 million, an increase of approximately \$2.4 million (2.7%) from the 2018 Adopted Budget (\$88.9 million). The increased revenues are attributed to the General Fund increases, grant opportunities and development activity in the Capital Improvement Fund, and other miscellaneous revenues.

### Expenditures:

General Fund expenditures for 2019 are budgeted at \$67.4 million, an increase of \$6.4 million (10.5%) from the 2018 Adopted Budget (\$60.9 million). The increase in General Fund expenditures is primarily due to contractual increases for services and adjustments in levels of service for Law Enforcement and Public Works. Further detail for expenditure changes is provided in the Executive Summary of Budget Variances.

Expenditures for All Funds are budgeted at \$94.0 million, an increase of approximately \$1.7 million (1.8%) from the 2018 Adopted Budget (\$92.3 million). The increased expenditures are attributed to increased expenditures within the General Fund, and Open Space Fund and the Capital Improvement Fund. Total expenditures exceed total revenues due to the use of fund balance to pay for large capital improvement projects. The use of fund balance to balance the budget is a result of the City's practice to save for capital projects instead of incurring debt which results in expenditures exceeding revenues in certain years. However, the budget for each fund remains balanced as required by the Home Rule Charter and the Colorado Local Government Budget Law.

All changes in revenues and expenditures exclude transfers between funds. The table below shows all fund expenditure comparisons to the 2018 Adopted Budget. Detail on the changes between the 2018 Adopted Budget and the 2019 Adopted Budget are included in this message and the budget variances.

### ALL FUNDS EXPENDITURES - COMPARISON TO 2018 ADOPTED BUDGET\*

FUND	2018		2019		CHANGE	
	ADOPTED		BUDGET		\$	%
General Fund	\$	60,990,911	\$	67,404,910	\$ 6,413,999	11%
FiberWorks		-		272,000	272,000	N/A
Land Use Fund		3,491,722		3,505,900	14,178	0%
Capital Improvement Fund		16,220,000		13,466,200	(2,753,800)	-17%
Conservation Trust Fund		432,500		632,500	200,000	46%
Open Space Fund		4,375,000		2,000,000	(2,375,000)	-54%
General Improvement Districts		447,250		412,580	(34,670)	-8%
Centennial Urban Redevelopment Authority		6,346,651		6,292,800	(53,851)	-1%
<b>TOTAL</b>	<b>\$</b>	<b>92,304,034</b>	<b>\$</b>	<b>93,986,890</b>	<b>\$ 1,682,856</b>	<b>2%</b>

\* Amounts shown exclude transfers between funds

### DECISION PACKAGES, BUDGET HIGHLIGHTS, AND MAJOR PROJECTS

In addition to the KPAs and associated funding included in the 2019 Budget, the City continues to examine and improve the core services and programs. The focus remains efficiency, innovation and customer service with the intent of continuously striving to improve service delivery.

In preparing the 2019 budget, departments were directed to limit increases to our core service delivery responsibilities. 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 or changes to service delivery that resulted in the service efficiencies and alignment of resources with strategic priorities. These parameters ensure that the City continues to deliver services in an efficient and effective manner.

Both the Decision Packages and Budget Highlights reflect Council strategic direction, operational adjustments recommended by Staff, and contractually required changes. The strategic priorities of the City are represented within the Annual Budget, including the six KPAs discussed previously. Council provided concurrence on the inclusion of the following items in the 2019 Annual Budget.

#### General Fund:

- City Clerk's Office – inclusion of funding for the 2019 municipal elections;
- Office of Technology and Innovation – changes in funding based on delivery of services; annual adjustments to equipment, software licensing, and maintenance;
- Finance – mandated contract increases for various services;
- Law Enforcement – setting aside funding for additional personnel and a behavioral health response program;
- Public Works – mandated contract adjustments and improved levels of service for city-wide street striping and signal light maintenance.

#### Capital Improvement Fund:

- Transportation studies, including the Colorado Boulevard Corridor study;
- Continued emphasis on roadway rehabilitation and maintenance;
- Additional funding dedicated to sidewalk construction;
- Dedicated funding for new signal light installation when warrants occur.

#### Conservation Trust Fund:

- Reorganized the Open Space Fund to reflect the newly adopted Council policy for use of open space funding;
- Construction of Lone Tree Creek Trail.

#### Open Space Fund:

- An increase in funding for Centennial Center Park operations and maintenance based on a comprehensive, long-term operations and maintenance plan. Reorganized the Open Space Fund to reflect the newly adopted Council policy for use of open space funding.

### STAFFING & BENEFITS

Authorization for City staffing responsive to current City needs is included in the 2019 Annual Budget. Council authorized an additional Planner I for 1.0 additional FTE in the Land Use Fund. Total staffing for 2019 reflects a net decrease of 1.75 full-time equivalent positions compared to the 2018 Adopted Budget, for a total of 68.0 FTE.

The 2019 Budget includes a benefit increase of 6% for health. Vision costs were unchanged, while dental insurance costs increased by 3%.

The 2019 Budget includes \$354,000 for the compensation pool to be used for performance increases, market adjustments, structure adjustments, and promotions.

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

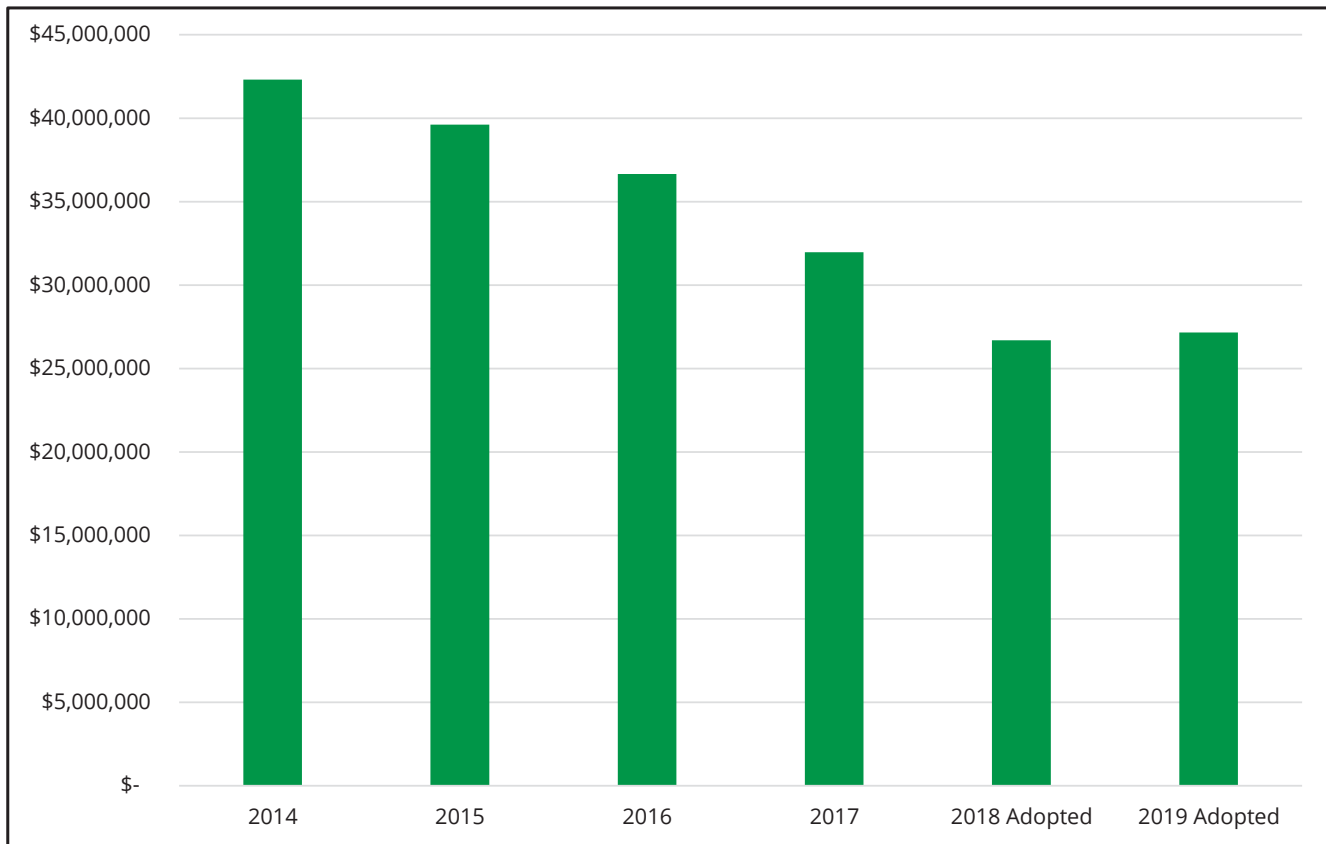
### FUND BALANCE

The healthy condition of the City's fund balances demonstrates fiscal strength. The City has historically maintained a fund balance above the required 25% and this budget is no exception. With Council's direction for the 2019 Annual Budget, the General Fund fund balance is budgeted at 35.24% of General Fund expenditures and transfers, for a total of \$27.2 million. The adopted Fund Balance & Reserve Policy requires a General Fund fund balance of at least 25% of General Fund expenditures and transfers.

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 2014 is shown below. The reduction in fund balance from 2014 through 2017 was largely the result of the City's completion of the Arapahoe Road widening project from Waco to Himalaya.



## FUND BALANCE - GENERAL FUND (2014-2019)



### 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 and provide input and recommendations on budget matters related to identified strategic priorities. In addition, the CBC reviewed certain 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 2019 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 continued investments in public safety, public works, and open space enhancements.
- 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 City Council 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 2019 Annual Budget.

The 2019 Annual Budget reflects the alignment of City operations with the strategic goals of our citizens and 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 2019 Annual Budget by City Council.

Respectfully Submitted,

Matthew Sturgeon  
City Manager



## EXECUTIVE SUMMARY OF NOTEWORTHY BUDGET CHANGES

VARIANCE DETAIL	2018 ADOPTED	2019 BUDGET	NET CHANGE
<b>ALL FUNDS</b>			
<b>City-Wide</b>			
The 2019 Budget reflects an increase to the raise pool which will be allocated to General Fund departments and the Land Use Fund in Personnel Services.	299,200	375,840	\$ 76,640
The 2019 Budget reflects an increase in healthcare and benefit costs in 2018 for the General Fund and Land Use Fund, including a 6% increase for medical and a 3% increase for dental coverages.	1,855,147	1,969,391	114,244
<b>GENERAL FUND</b>			
<b>Elected Officials</b>			
Dues & Memberships have been re-organized to the Central Services department in 2019.	145,605	-	(145,605)
Miscellaneous expenses have been re-organized to the Council Meetings line item in 2019 to more efficiently allocate resources.	15,000	-	(15,000)
<b>City Attorney's Office (CAO)</b>			
City Attorney costs increased in 2019 due to a re-organization of attorney services costs from several General Fund departments to the CAO, and increased workload.	720,000	840,000	120,000
Outside Counsel decreased in 2019 in order to more efficiently allocate resources based on historical trends.	50,000	10,000	(40,000)
<b>City Clerk's Office</b>			
Election Services increased in 2019 due to an election year. Municipal elections are held only in odd-numbered years, and the City has budgeted for an anticipated special election in 2019.	-	250,000	250,000
Enforcement Services have been re-organized to the Law Enforcement department in 2019.	52,506	-	(69,209)
<b>City Manager's Office (CMO)</b>			
Project Specific increased in 2019 due to the approval of several projects planned for the budget year.	250,000	351,500	101,500
The Centennial i-Team has been re-organized to be included within the operating budget of the CMO and will continue to operate in this capacity.	174,025	-	(174,025)
Project Specific within the Economic Development department increased due to the approval of several projects planned for the budget year.	95,000	270,000	175,000
Professional Services increased in 2019 due to the approval of several Economic Development programs planned for the budget year.	5,000	142,500	137,500
Dues & Memberships have been re-organized to the Central Services department in 2019.	40,000	-	(40,000)
<b>Office of Technology &amp; Innovation (OTI)</b>			
IT Services decreased in 2019 due to a re-organization within OTI in which 3 contracted positions were hired fulltime in-house. The decrease is offset by an increase in overall salaries and wages within the OTI department.	914,000	496,950	(417,050)
Software Licensing & Maintenance increased in 2019 due to the purchase and upgrade and associated maintenance of various IT software tools.	225,000	356,440	131,440
Equipment - Purchased increased in 2019 due to the purchase, replacement and upgrade of IT equipment in order to ensure the IT systems remain operational.	108,000	245,400	137,400
<b>Human Resources</b>			
Personnel Raise Pool has been re-organized to the Non Departmental in 2019.	277,000	-	(277,000)
Internships have been re-organized to Non Departmental department in 2019.	107,121	-	(107,121)
<b>Communications</b>			
Professional Services decreased in 2019 due to the removal of a Communications project per City Council direction.	75,000	35,000	(40,000)

VARIANCE DETAIL	2018 ADOPTED	2019 BUDGET	NET CHANGE
<b>Finance and Risk Management</b>			
Sales Tax Servcies increased in 2019 due to a mandated 5% increase for the City's sales tax administrator.	464,900	488,000	23,100
Project Specific decreased in 2019 as remaining funds from the financial software system implementation in 2018 have reduced and will carry into the budget year.	179,500	103,000	(76,500)
Miscellaneous expenses have been re-organized within the department in 2019 to more efficiently allocate resources.	42,150	-	(42,150)
<b>Non Departmental</b>			
Personnel Raise Pool has been re-organized from the Human Resources department in 2019.	-	354,490	354,490
Internships costs have been re-organized from the Human Resources department in 2019.	-	80,000	80,000
Incentive Agreements decreased in 2019 due to a project that recieves 100% use tax is not anticipating contruction in the 2019 budget year.	5,534,000	5,439,800	(94,200)
Miscellaneous expenses have been re-organized within the department in 2019 to more efficiently allocate resources.	75,000	-	(75,000)
<b>Central Services</b>			
Dues & Memberships have been re-organized from eleven General Fund departments in 2019.	37,673	229,050	191,377
Training and Travel costs have been re-organized from ten General Fund departments in 2019.	175,815	293,500	117,685
Miscellaneous expenses have been re-organized within the department in 2019 to more efficiently allocate resources.	25,000	-	(25,000)
<b>Public Works (PW)</b>			
Public Works Service Provider increased in 2019 due to a mandated contract increase through the City's public works services provider.	11,489,182	12,553,400	1,064,218
Roadside Improvements increased in 2019, as approved by City Council, for the restoration and maintenance of the City's roadsides.	165,000	325,000	160,000
Roadway Data Collection decreased in 2019 due to the completion of the pilot program.	165,000	-	(165,000)
Signal Additions and Repair decreased in 2019 due to the PW services adding street maintenance to their scope of work.	230,000	50,000	(180,000)
Traffic Infrastructure Maintenance increased in 2019 due to a City Council approved collocation program related to the City's ITS and Fiber initiatives.	150,000	300,000	150,000
<b>Facilities &amp; Fleet</b>			
Professional Services decreased in 2019 due to a budget re-organization of funds within the department to more efficiently allocate resources to grounds maintenance costs. The decrease is offset by a mandated 3% increase through the City's public works provider and custodial services, as well an increase to the Repair & Maintenance Grounds line item in 2019 as a result of the budget re-organization.	500,964	400,000	(100,964)
Repair & Maintenance Grounds increased in 2019 due to a budget re-organization within the department.	25,000	75,000	50,000
<b>Law Enforcement</b>			
Sheriff's Office Services increased in 2019 due to a mandated 4% increase through the Arapahoe County Sheriff's Office, as well as two City Council approved decision packages, including: additional FTE law enforcement officers in 2019 and the funding of a new behavioral health response program through Arapahoe county.	24,791,600	29,220,660	4,429,060
<b>Animal Services</b>			
Animal Control increased in 2019 due to a mandated 2.2% increase through the City's animal control services provider.	629,465	648,570	19,105



## EXECUTIVE SUMMARY OF NOTEWORTHY BUDGET CHANGES

VARIANCE DETAIL	2018 ADOPTED	2019 BUDGET	NET CHANGE
<b>Facilities &amp; Fleet</b>			
Professional Services decreased in 2019 due to a budget re-organization of funds within the department to more efficiently allocate resources to grounds maintenance costs. The decrease is offset by a mandated 3% increase through the City's public works provider and custodial services, as well an increase to the Repair & Maintenance Grounds line item in 2019 as a result of the budget re-organization.	500,964	400,000	(100,964)
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<b>Law Enforcement</b>			
Sheriff's Office Services increased in 2019 due to a mandated 4% increase through the Arapahoe County Sheriff's Office, as well as two City Council approved decision packages, including: additional FTE law enforcement officers in 2019 and the funding of a new behavioral health response program through Arapahoe county.	24,791,600	29,220,660	4,429,060
<b>Animal Services</b>			
Animal Control increased in 2019 due to a mandated 2.2% increase through the City's animal control services provider.	629,465	648,570	19,105
<b>Municipal Court</b>			
Traffic Officer services have been re-organized to the Law Enforcement department in 2019.	1,510,837	-	(1,578,548)
Law Enforcement Liability costs have been re-organized to the Law Enforcement department in 2019.	174,143	-	(181,979)
Software Licensing & Maintenance decreased in 2019 due to various software items being centralized within OTI.	40,700	-	(40,700)
<b>Community Development (CD)</b>			
N/A	-	-	-
<b>Code Compliance</b>			
Code Enforcement costs increased in 2019 due to a mandated 3% increase through the City's public works provider, as well as costs related to an additional Code Compliance Officer FTE approved by City Council beginning in the 2019 budget year.	474,350	611,140	136,790
<b>TOTAL GENERAL FUND</b>			<b>\$ 4,134,498</b>
<b>LAND USE FUND</b>			
<b>Land Use</b>			
Professional Services increased in 2019 due to a City Council approved program for scanning of historical documents in 2019.	60,000	130,000	70,000
<b>TOTAL LAND USE FUND</b>			<b>\$ 70,000</b>

VARIANCE DETAIL	2018 ADOPTED	2019 BUDGET	NET CHANGE
<b>CAPITAL IMPROVEMENT PROGRAM</b>			
<b>Capital Improvement Fund</b>			
General Transportation Studies increased in 2019 due to the City Council approved CIP plan update, including the Corridor Study along Colorado Boulevard.	50,000	150,000	100,000
IT Systems Upgrade decreased due to the completion of several projects in 2018 and no projects programmed in 2019.	580,000	-	(580,000)
Street projects decreased in 2019 due to the completion of several roadway projects in 2018.	3,850,000	1,335,000	(2,515,000)
Sidewalk projects increased in 2019 due to the addition of several City Council approved projects included in the CIP project planning for the 2019 budget year.	625,000	1,675,000	1,050,000
Traffic Control & Signals decreased in 2019 due to ITS Master Plan cost reductions.	1,680,000	830,000	(850,000)
Project Contingency decreased in 2019 due to the net decrease to the CIF budget.	2,000,000	1,224,200	(775,800)
Roadway Rehabilitation increased in 2019 due to several street projects identified in the budget year as a result of the annual roadway survey.	6,750,000	7,500,000	750,000
Capital Outlay increased in 2019 due to the purchase and replacement of a City fleet vehicle in the 2019 budget year, as approved by City Council.	-	42,000	42,000
Equipment increased in 2019 due to the addition of funding to upgrade City Council chambers in the 2019 budget year, as approved by City Council.	-	200,000	200,000
<b>Open Space Fund</b>			
The Open Space Fund decreased in 2019 due to the completion of many projects in 2018 as well as a re-organization to the Open Space Fund in 2019.	4,375,000	2,000,000	(2,375,000)
<b>Conservation Trust Fund</b>			
Park Maintenance increased in 2019 due to a replacement and upgrade to a park structure in the 2019 budget year, as approved by City Council.	402,500	602,500	200,000
<b>TOTAL CAPITAL IMPROVEMENT PROGRAM</b>			<b>\$ (4,753,800)</b>



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# INTRODUCTION

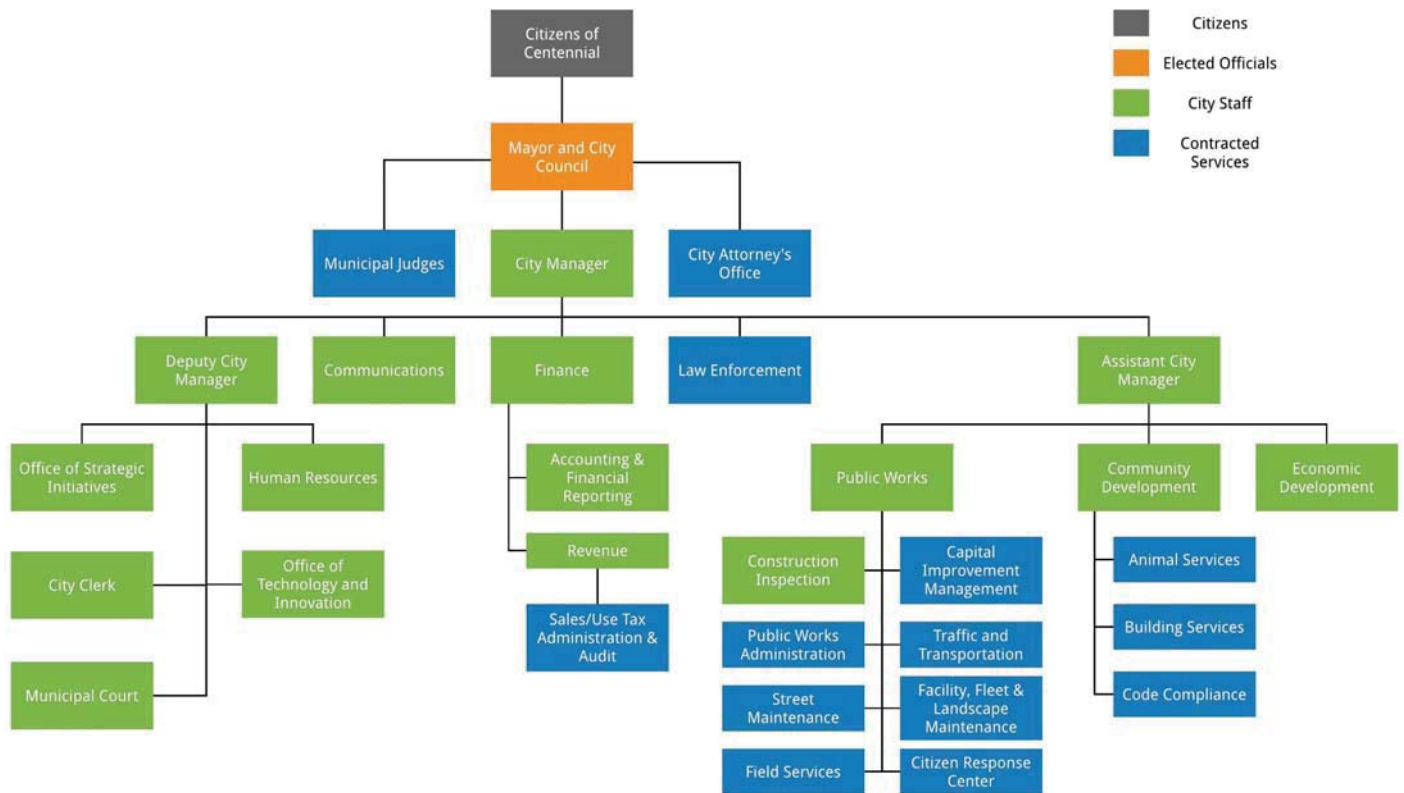
WITHIN THE INTRODUCTION, READERS WILL LEARN ABOUT THE CITY OF CENTENNIAL; ITS FUNCTION AND ITS COMMUNITIES, FINANCIAL POLICIES, AND THE ANNUAL BUDGET PREPARATION.





# ORGANIZATIONAL CHART

## CITY STAFF AND CONTRACTED SERVICES BY SERVICE AREA



## GOVERNMENT STRUCTURE

The City Manager is responsible to 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 CHARTER AS IT RELATES TO THE CITY 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 City Council and there is an affirmative vote of a majority of 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. 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.



## GOVERNMENT STRUCTURE (CON'T)

### CITY EMPLOYEES & BENEFITS

The City has 68.0 authorized Full-Time Equivalent (FTE) positions (exempt and non-exempt in the 2019 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, through staff and contracted 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.

## ELECTED OFFICIALS & TERM OF OFFICE

### MAYOR



Stephanie Piko  
January 2022

### DISTRICT 1 COUNCIL MEMBERS



Candace Moon  
January 2020



Kathy Turley  
January 2022

### DISTRICT 2 COUNCIL MEMBERS



Carrie Penaloza  
January 2020



Tammy Maurer  
January 2022

### DISTRICT 3 COUNCIL MEMBERS



Ken Lucas  
January 2020



Mike Sutherland  
January 2022

### DISTRICT 4 COUNCIL MEMBERS

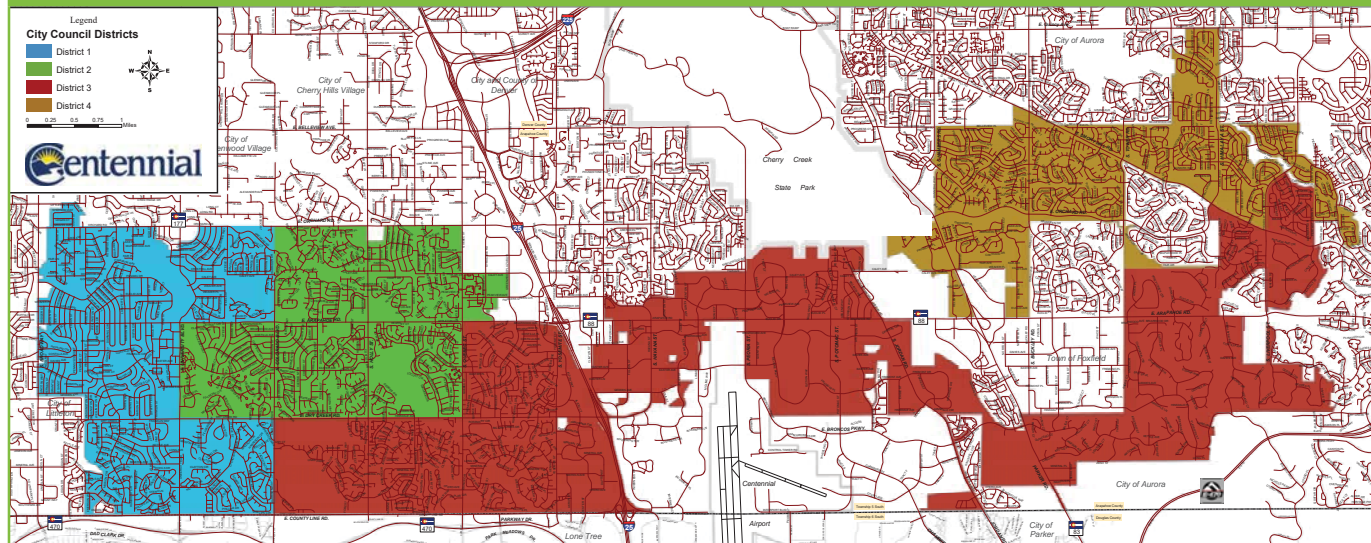


Ron Weidman  
January 2020



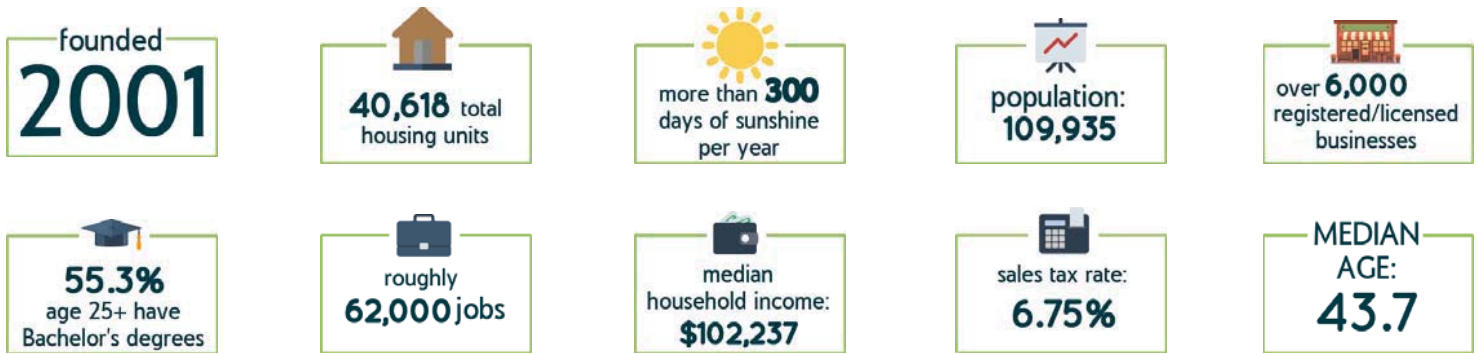
Marlo Alston  
January 2022

### DISTRICT MAP





## COMMUNITY PROFILE



### 2<sup>ND</sup> HEALTHIEST HOUSING MARKET IN COLORADO

SmartAssest

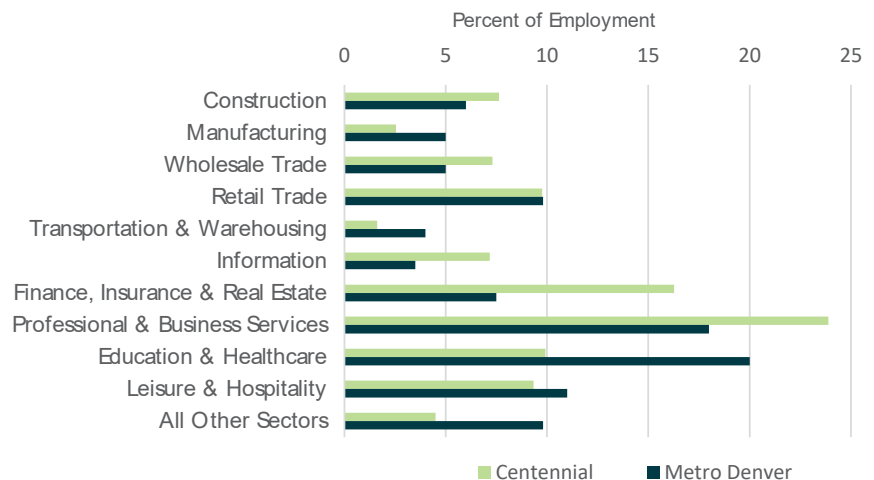
### MOST FAMILY-FRIENDLY CITY IN COLORADO

Apartment List

#### TOP 10 EMPLOYERS

1. Comcast
2. UnitedHealth Group
3. United Launch Alliance
4. Oppenheimer Funds
5. Arrow Electronics
6. Nordstrom
7. Sierra Nevada Corporation
8. US Foods
9. Pearson eCollege
10. Saunders Construction

#### LOCAL & REGIONAL EMPLOYMENT



#### COLORADO SMART CITIES ALLIANCE FOUNDING MEMBER

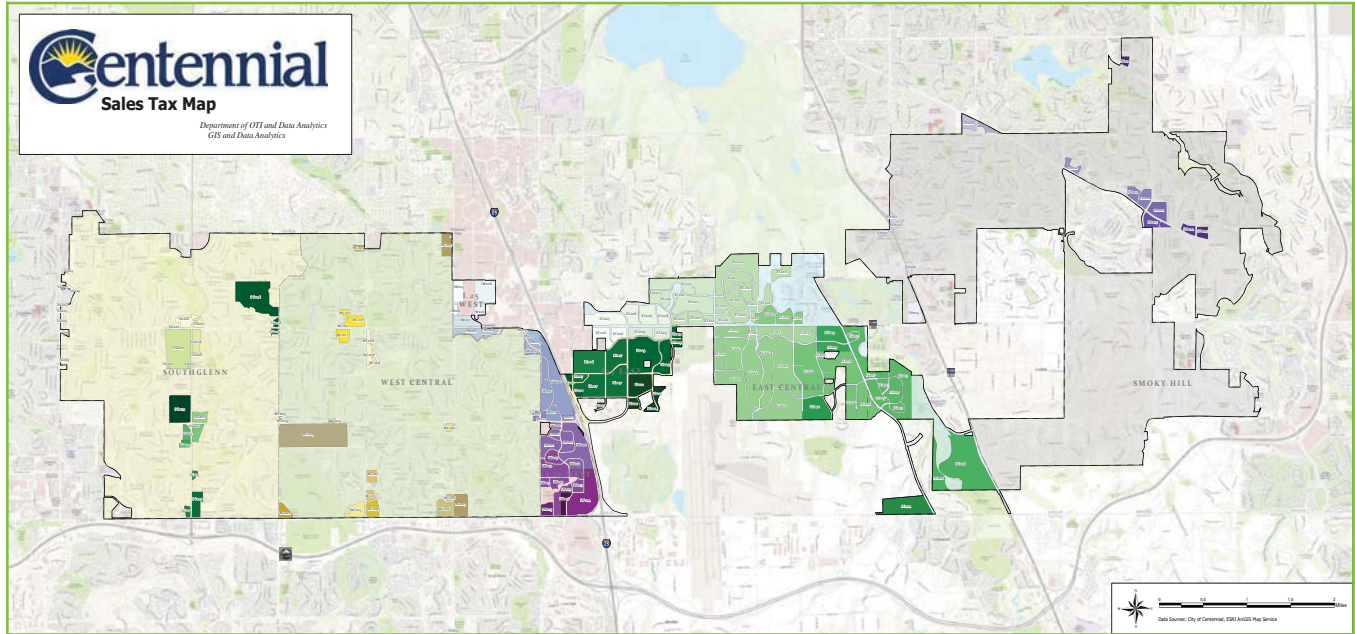
Centennial is proud to be a founding member of the Colorado Smart Cities Alliance, a statewide, multi-jurisdictional collaborative of public, private and academic members working together to make Colorado a leader in the development of intelligent, 21st century infrastructure.

#### CENTENNIAL'S FIBER INFRASTRUCTURE



## RETAIL MARKET AREAS & 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. Smoky Hill and East Central experienced the largest percentage increase from 2016 to 2017 while I-25 West remains the City's largest sales tax-generating retail market area by total amount generated in 2017.



**SouthGlenn**—major retailers include, Macys, Best Buy, Whole Foods, and Trice Jewelers, all located in The Streets at SouthGlenn. Other retailers outside the Streets at SouthGlenn include American Furniture Warehouse, King Soopers and Petsmart.

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

**I-25 West**—major retailers include IKEA, J. Alexanders, Jared Galleria of Jewelry, Ross and HomeGoods.

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

**East Central**—major retailers include Autonation Toyota, Tagawa, and Centennial Gun Club.

**Smoky Hill**—major retailers include King Soopers, Davidson's and Walmart Market.

### RETAIL SALES TAX REVENUE BY MARKET AREA

Retail Market Areas	*2017 Sales Tax	2017 Increase from 2016	*2016 Sales Tax	2016 Increase from 2015	*2015 Sales Tax
I-25 West	\$ 8,335,421	-1%	\$ 8,412,128	1%	\$ 8,350,778
East Central	\$ 6,599,630	7%	\$ 6,190,809	5%	\$ 5,899,508
SouthGlenn	\$ 5,250,827	1%	\$ 5,208,412	-3%	\$ 5,378,220
West Central	\$ 2,762,559	1%	\$ 2,731,094	<1%	\$ 2,742,289
Smoky Hill	\$ 2,213,596	4%	\$ 2,133,523	4%	\$ 2,055,077
I-25 East	\$ 1,993,376	2%	\$ 1,954,352	34%	\$ 1,459,920

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

City of Centennial Finance Department - 2018

## 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 2019 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.

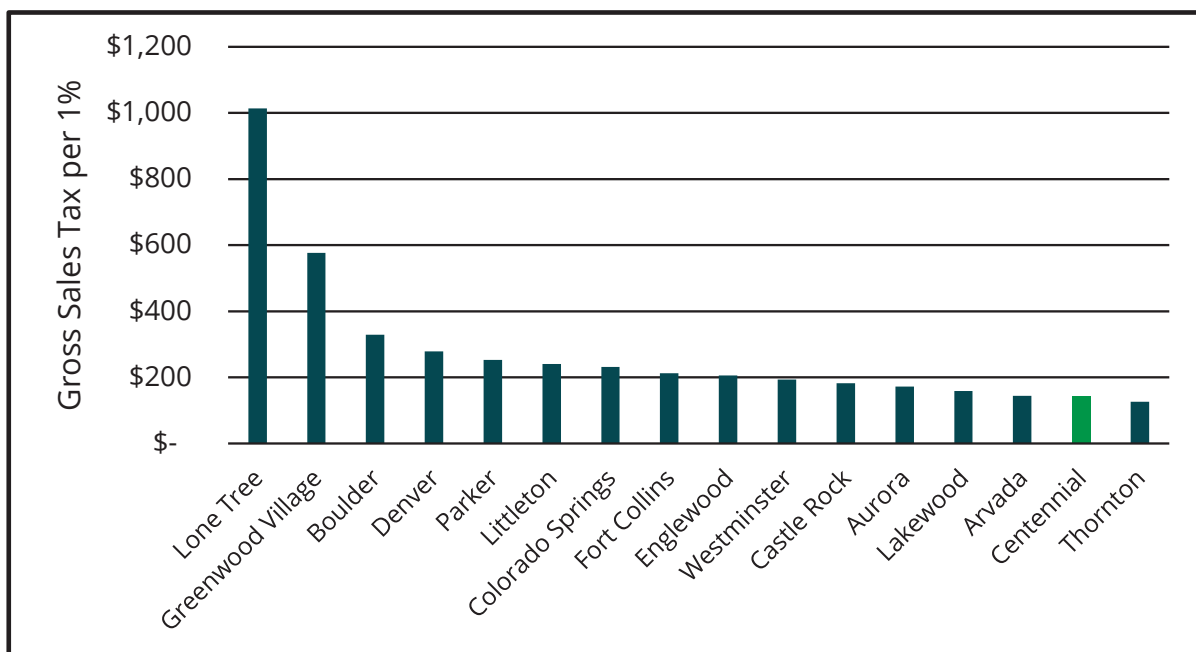
### SALES TAX COLLECTION BY JURISDICTION (2017)

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%	\$ 24,920,993	13,566	\$ 1,014
Greenwood Village	3.00%	\$ 27,219,122	15,721	\$ 577
Boulder	3.86%	\$ 135,913,000	107,125	\$ 329
Denver	3.65%	\$ 718,577,000	704,621	\$ 279
Parker	3.00%	\$ 41,208,232	54,202	\$ 253
Littleton	3.00%	\$ 34,365,867	47,734	\$ 240
Colorado Springs	2.50%	\$ 268,547,457	464,474	\$ 231
Fort Collins	3.85%	\$ 135,621,000	165,080	\$ 213
Englewood	3.50%	\$ 24,820,075	34,407	\$ 206
Westminster	3.85%	\$ 83,834,520	112,812	\$ 193
Castle Rock	4.00%	\$ 45,412,814	62,276	\$ 182
Aurora	3.75%	\$ 236,181,440	366,623	\$ 172
Lakewood	3.00%	\$ 73,968,047	154,958	\$ 159
Arvada	3.46%	\$ 59,068,034	118,807	\$ 144
Centennial	2.50%	\$ 39,447,977	110,250	\$ 143
Thornton	3.75%	\$ 64,752,884	136,978	\$ 126
<b>Average Tax Rate</b>	<b>3.28%</b>		<b>Average Tax Collected</b>	<b>\$ 279</b>

\*Source: 2017 Comprehensive Annual Financial Report (CAFR) for each municipality

\*\*Source: U.S. Census Bureau 2018 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)

#### EDUCATION

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

##### Littleton Public Schools

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

#### FIRE PROTECTION SERVICES

Fire protection services are provided by South Metro Fire Rescue Authority.

##### South Metro Fire Rescue Authority

9195 East Mineral Avenue  
Centennial, CO 80112  
(720) 989-2000  
<http://www.southmetro.org>

##### Cherry Creek School District

4700 South Yosemite Street  
Greenwood Village, CO 80111  
(303) 773-1184  
[www.cherrycreekschools.org](http://www.cherrycreekschools.org)

##### Arapahoe Community College

[www.arapahoe.edu](http://www.arapahoe.edu)

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

##### Community College of Aurora

[www.ccaurora.edu](http://www.ccaurora.edu)

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

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
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
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

## LIBRARY SERVICES

### Arapahoe Libraries

[www.arapahoelibraries.org](http://www.arapahoelibraries.org)

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

#### Castlewood Library

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

#### Koelbel Library

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

#### Smoky Hill Library

5430 South Biscay Circle (80015)  
(303) 542-7279

#### SouthGlenn Library

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

### RECREATION & AMENITIES

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

#### Arapahoe Park and Recreation District

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

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

#### South Suburban Parks and Recreation District

6631 South University Boulevard  
Centennial, CO 80121  
(303) 798-5131  
[www.sspr.org](http://www.sspr.org)

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

### TRANSPORTATION

#### Regional Transportation District (RTD)

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

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

(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](http://www.xcelenergy.com)  
800-895-4999

### Intermountain Rural Electric Association

[www.intermountain-rea.com](http://www.intermountain-rea.com)  
303-688-3100

Utilities—Water & Sanitation Districts	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



## 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	2018 DATE
Budget Committee Meeting	January 30th
Council/Staff Strategic Planning Sessions	February 27th
Senior Leadership Strategic Workshop	March 22nd - 23rd
Budget Committee Meeting (OSF and CTF)	April 10th
Strategic Planning & Council Workshop	April 23rd
Strategic Planning & Council Workshop	May 14th
Budget Kick-off with Budget Managers	May 22nd
Budget Committee meeting & Budget Kick-Off update	May 31st
Ongoing departmental meetings with the Budget Team	Jun 1st - July 1st
Departments Requests Finalized	July 14th
Departmental discussion on Proposed Budget (Non-CIP)	July 31st – Aug 2nd
Final discussions to prepare the 2019 Proposed Budget	August 6th – August 10th
Finance finalizes Proposed Budget for the Budget Committee	August 15th
Proposed Budget Assembled	August 20th - 24th
Budget Committee Meeting (CIP included)	August 30th
City Manager disburses Proposed Budget to Council	September 20th
City Council Budget Workshop; includes CIP priorities	
City Manager presentation of the 2019 Proposed Budget	October 8th
City Council Budget Workshop; continued discussion	October 15th
2019 Appropriation Resolution/Public Hearing	November 5th
2018 Mill Levies Approved	
2018 Budget Amendment Resolution	
2019 Contracts for Council Approval	December 10th
2019 Printed Budget ready for public distribution	December 28th
2019 Budget Book – available to Council and the Public	January 31st, 2019

## BASIS OF 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 funds, which generally use 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

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. The City Manager approves the use of contingency funds.

## 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. 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. 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 Funds** - Enterprise Funds account for activities which are similar to those funds 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 and FiberWorks are the City's Enterprise Funds.



		Governmental Funds					Proprietary Fund	
		General Fund	Capital Improvement Fund	Open Space Fund	Conservation Trust Fund	General Improvement District Funds	Centennial Urban Redevelopment Authority Fund	Land Use Fund FiberWorks
Legislative	Elected Officials	X						
	City Attorney's Office	X						
	City Clerk's Office	X						
City Management	City Manager's Office	X						X
	Office of Technology and Innovation	X						
	Office of Strategic Initiatives	X						
	Economic Development	X						
Administrative	Human Resources	X						
	Communications	X						
Financial	Finance	X						
	Non Departmental	X						
	Central Services	X						
Public Works	Public Works	X						
	Facilities & Fleet	X						
	Capital Improvement	X	X					
	General Improvement Districts					X		
Public Safety	Law Enforcement	X						
	Animal Services	X						
	Municipal Court	X						
Community Development	Community Development	X					X	
	Code Compliance	X						
Culture & Recreation	Culture & Recreation			X	X			
Urban Redevelopment	Urban Redevelopment						X	

## STRATEGIC PLAN

The City develops a strategic plan that demonstrates its ability to accomplish long-term goals. The strategic plan works to align the budget with City Council priorities and community needs. Six Key Performance Areas (KPA's) have been identified in the 2018-2019 Strategic Plan, each working toward implementation or achievement of organizational objectives. The six KPA's are identified by the following:

- Creating Centennial
- Economic Vitality & Fiscal Responsibility
- Future Ready City Government
- Public Safety & Health
- Signature Centennial
- Transportation & Mobility

## 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.

# FUND BALANCE & 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 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

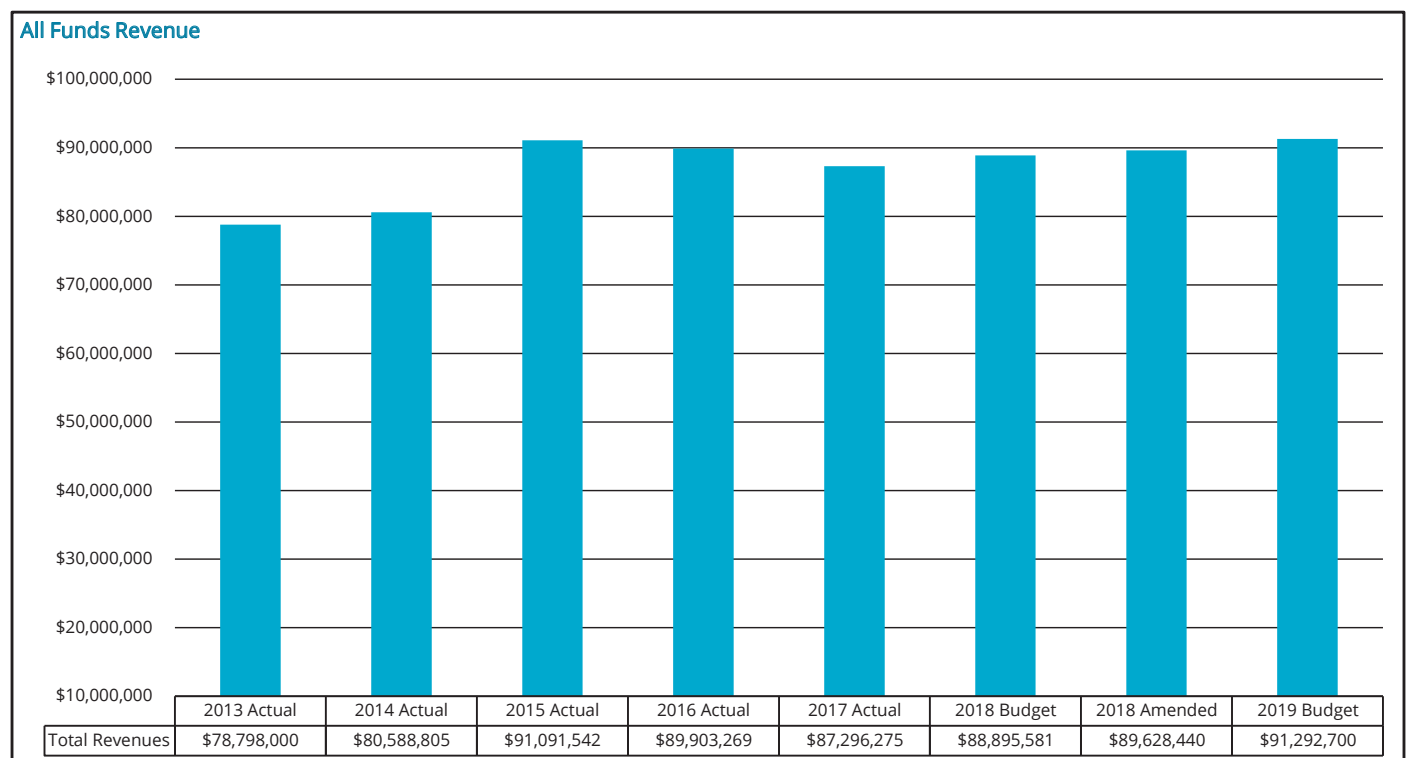
## 2019 BUDGET OUTLOOK (ALL FUNDS)

### 2019 BUDGET

The volatility of recent market trends continues to make forecasting difficult for the City. As a result, the City relies on sources including the State's professional economists and analysis of current trends and future projections. All Funds revenues for 2019, as compared to the 2018 Adopted Budget, are expected to increase by 2.7% or \$2.4 million. The General Fund revenues for 2019 are expected to increase by 1.5% or \$1.1 million when compared to the 2018 Adopted Budget. The majority of the increase in the General Fund is due to sales tax (\$1.1 million), Property Tax (\$0.3 million), Highway Use Tax Fund (\$0.3 million) and Investment Income (\$0.5 million). In addition to these increases, the City expects decreases in Building Materials Use Tax (\$0.6 million) and court fines (\$0.4 million).

The following graph depicts revenues for the prior five years of revenue data, the 2018 Budget and the estimated revenues included in the 2019 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.

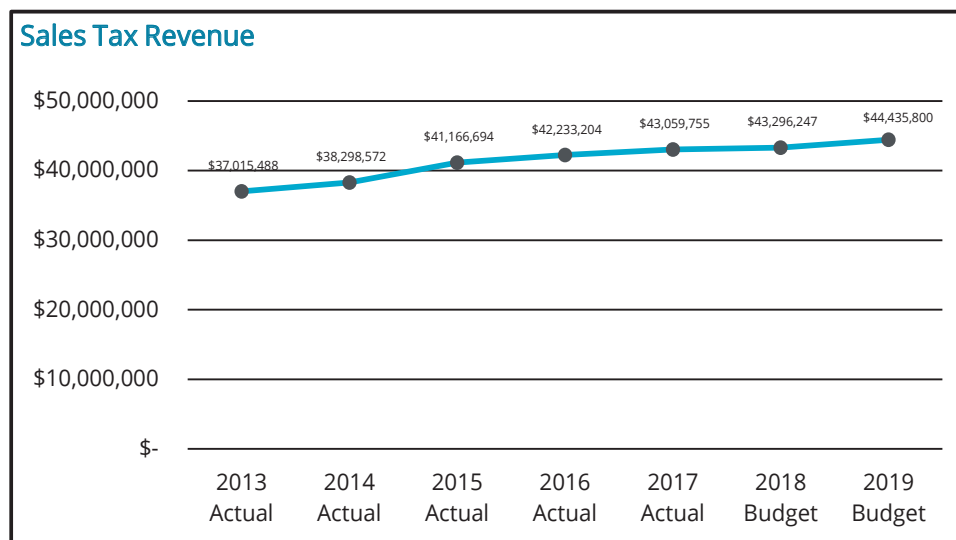
The following provides descriptions of the City's revenue sources, associated forecasting assumptions, and revenue trends. Total revenues as presented for All Fund Types are included in the following graph.



## SALES TAX

The City collects a 2.5 percent (2.5%) tax on sales of tangible personal property and specific services. 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.

2019 Sales tax revenue, \$44,435,800, for all funds represents approximately forty-nine percent (48.7%) 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 2019 are primarily based upon historic trends plus an adjustment for some businesses expecting to close. Estimated General Fund revenues for 2019 are \$40,640,000, a slight increase from the 2018 Adopted Budget due to new business growth and an increase in Out-Of-City retail sales tax revenues expected in 2019.

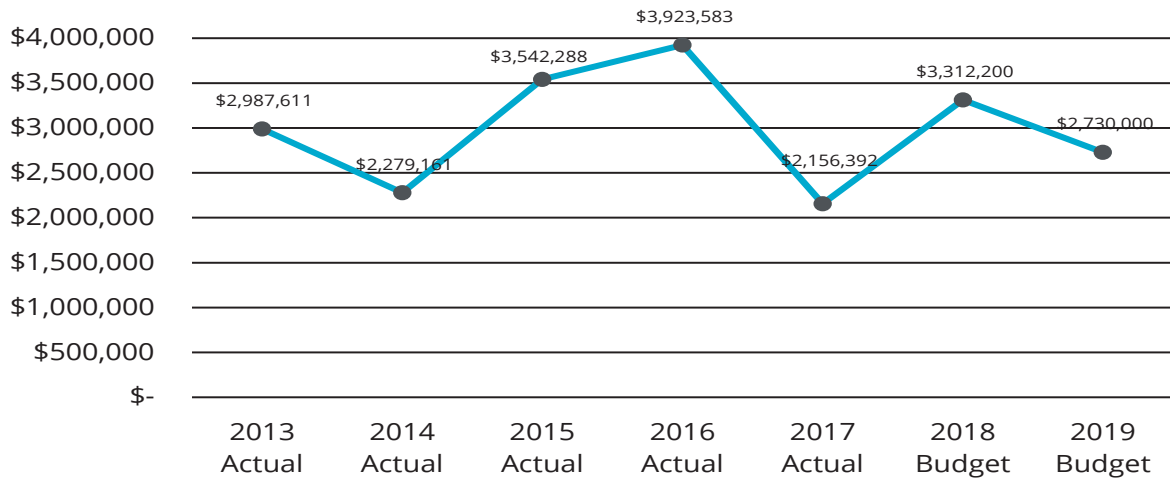


## BUILDING MATERIALS USE TAX

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 three percent (3.0%) of the City's total projected revenues. Building materials use tax is forecasted based on historical 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 2019 revenues are \$2,730,000, based on historical averages.

## Building Materials Use Tax Revenue



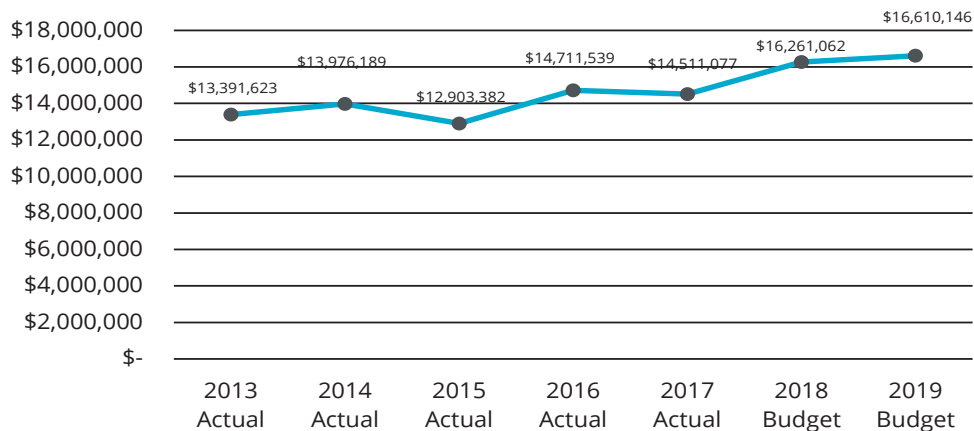
## PROPERTY TAX

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. In addition to the City's mill levy, the City certifies the mill levy rate for four General Improvement Districts within Centennial. In 2019, the City's certified mill levy is 5.003, the Antelope GID certified mill levy is 28.565, the Cherry Park GID certified mill levy is 4.437, the Foxridge GID mill levy is 2.151 and the Walnut Hills GID mill levy is 2.760.

Property tax represents approximately eighteen percent (18.2%) of the City's total projected revenues. Property taxes are forecasted to increase 3.0% in 2019 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 2019, compared to 2018 projections, is based on preliminary information provided by Arapahoe County. Estimated Property Tax revenues for 2019 are \$16,610,146.

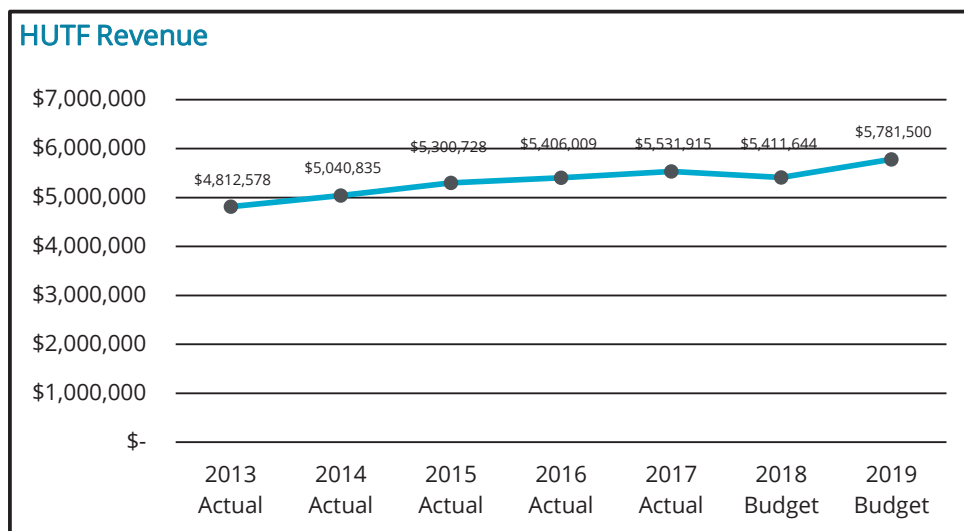
## Property Tax Revenue



## HIGHWAY USERS TAX FUND (HUTF)

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.

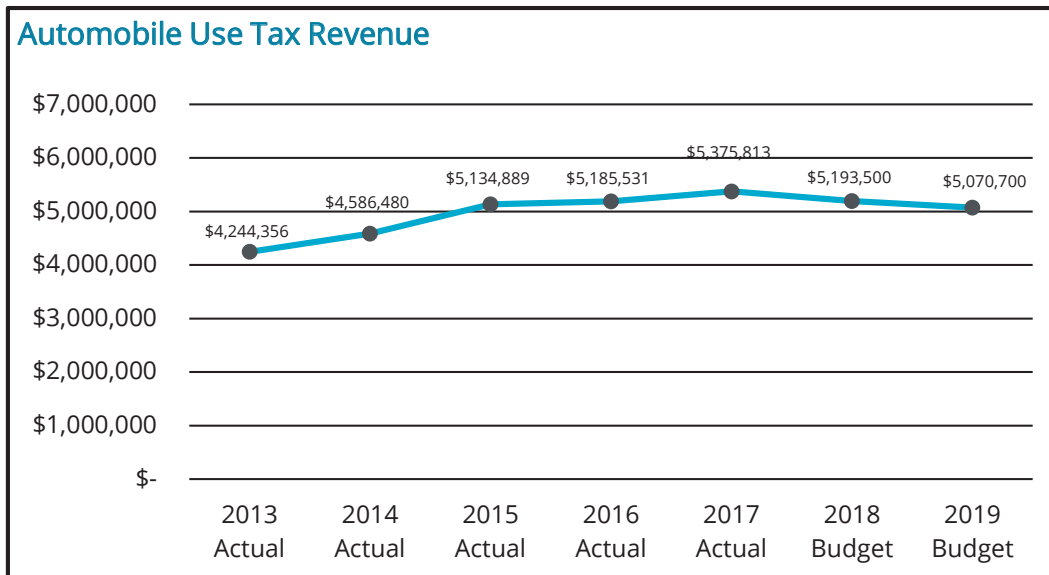
HUTF revenues represent seven percent (6.6%) of the City's total projected revenues. HUTF revenues are forecasted based on trend data; however, consideration is given to motor fuel sales and registration fees. While motor fuel sale prices have increased, it is unknown how this has affected, or will affect, total motor fuel sales. The City's distribution ratio that determines the amount of HUTF revenue received changes annually in July. The 2019 Budget takes these changes into consideration. Total HUTF (including FASTER) revenues for 2019 are \$5,781,500. The increase can be associated with House Bill 18-001 which provided one-time funding of \$1.53 million in 2018 and an anticipated \$460,000 in 2019 for additional HUTF revenues to Centennial.



## 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 six percent (5.6%) of the City's total projected revenues. Automobile use tax is forecasted using historic trends and industry indicators with regard to automobile sales. Industry experts expect growth nationwide to level off or decline in 2019. Estimated revenues for 2019 are \$5,070,700.





## FRANCHISE FEES

The City receives franchise fees for cable television, gas, and electric services. Franchise fees represent approximately six percent (5.5%) of the City's total project revenues. 2019 revenues, in the amount of \$5,048,000, is a decrease from the 2018 Adopted Budget associated with a decrease in cable franchise fees.

### Cable Television Franchise Fee

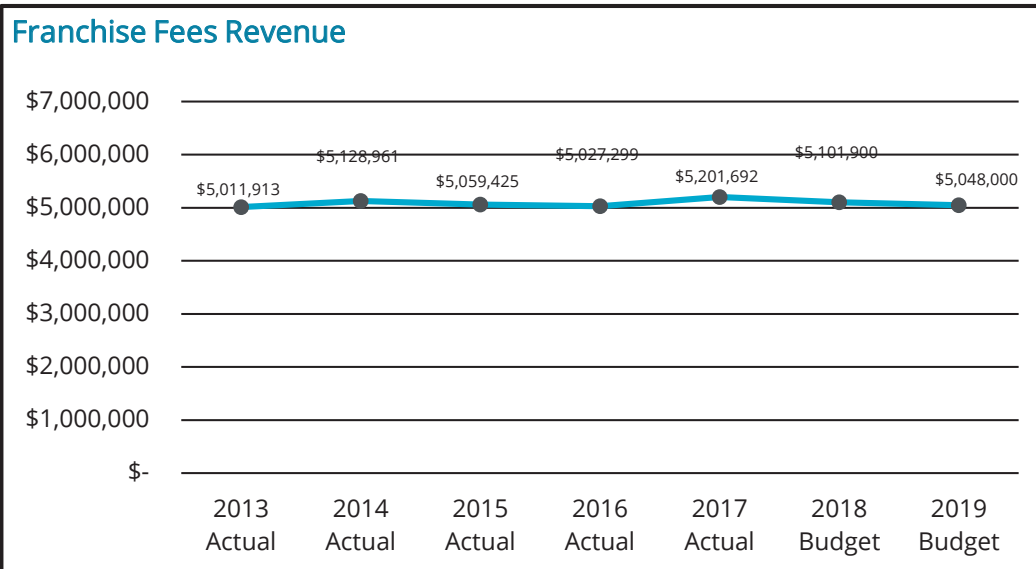
This fee is compensation for the benefits and privileges granted under the Cable Television Franchise Agreements. The fees are in consideration of permission to use City streets and rights-of-way for the provision of cable services. Throughout the duration of the Agreements, the fee is established at five 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 2019 are \$1,389,000, a decrease from the 2018 Adopted Budget as a result of a major cable provider no longer promoting service within Centennial.

### 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 three 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



## 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 two percent (1.6%) 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 2019 revenues are \$1,500,054, resulting in a \$0.7 million or 82% increase over the 2018 Adopted Budget.



# STRATEGIC PLAN

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





## STRATEGIC PLANNING

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

# Centennial | STRATEGIC PLAN 2018-2019



### CREATING CENTENNIAL

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



### ECONOMIC VITALITY & FISCAL RESPONSIBILITY

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



### FUTURE READY CITY GOVERNMENT

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



### PUBLIC SAFETY & HEALTH

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



### SIGNATURE CENTENNIAL

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



### TRANSPORTATION & MOBILITY

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



# CREATING CENTENNIAL



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

## 2019 STRATEGIC INITIATIVES

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

## ONGOING & CONTINUED PROJECTS

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

## 2018 ACCOMPLISHMENTS

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

# ECONOMIC VITALITY & FISCAL RESPONSIBILITY



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

## 2019 BUDGET INITIATIVES

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

## ONGOING & CONTINUED PROJECTS

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

## 2018 ACCOMPLISHMENTS

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

# FUTURE READY CITY GOVERNMENT



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

## 2019 BUDGET INITIATIVES

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

## ONGOING & CONTINUED PROJECTS

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

## 2018 ACCOMPLISHMENTS

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

# PUBLIC SAFETY & HEALTH



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

## 2019 BUDGET INITIATIVES

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

## ONGOING & CONTINUED PROJECTS

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

## 2018 ACCOMPLISHMENTS

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



# SIGNATURE CENTENNIAL



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

## 2019 BUDGET INITIATIVES

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

## ONGOING & CONTINUED PROJECTS

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

## 2018 ACCOMPLISHMENTS

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

# TRANSPORTATION & MOBILITY



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

## 2019 BUDGET INITIATIVES

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

## ONGOING & CONTINUED PROJECTS

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

## 2018 ACCOMPLISHMENTS

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



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## FINANCIAL FORECASTING

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

The Fund Balance represents accumulated revenues in excess of expenditures that may be appropriated for use by City Council. A top priority of Council is to improve the fiscal health of the City. Revenue projections are conservative and authorized expenditures are closely monitored in an effort to maintain a healthy fund balance. The accumulation of reserves allows for prudent financing of capital construction and replacement projects. The City maintains reserves that are required by law as well as other reserves to provide for unforeseen reductions in revenues or expenditures arising from an emergency. The reserve policy established by Council requires that at least three percent (3%) of fiscal year spending is set aside for TABOR Emergency Reserves. The overall Fund Balance of the General Fund shall equal no less than 25% of annual Expenditures, including net transfers.

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

- Strategic planning and the priorities of City Council are encompassed in the forecast;
- Major changes from the current period's priorities or service levels and the factors leading to those changes are summarized;
- Major financial factors and economic trends affecting the budget are identified and summarized;
- Financial summary data for projected revenues and expenditures is included in the Forecast;
- A basis for development of future budgets is provided;
- A balanced budget is maintained in accordance with the City Charter and the Colorado State Budget Law.

City Council is informed of shortfalls in projected revenues that cause insufficient coverage of projected expenditures. As a result of the Forecast, City Council is able to review the City's past and projected finances and make financial decisions that may include the following:

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

## FORECAST CONSIDERATIONS

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

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

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

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

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

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

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

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



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

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

## REVENUE ASSUMPTIONS

Generally, the City has experienced a stable economy and has reported an increase in overall revenues year over year. However, as a result of continuing economic uncertainties, the City has estimated conservatively for 2019 through 2023. Revenue forecasts are developed primarily based upon historic trends, while considering the state of the current economy and projected Denver/Boulder/Greeley Consumer Price Index (CPI) rate for those revenue sources vulnerable to the local economy, the Colorado State Economic Forecast, and other unique adjustments for anticipated retail developments and programmatic changes.

All revenue sources for the City are permanently exempt from TABOR revenue limitations.

The City's sales tax and building materials use tax revenues have been adjusted for anticipated future retail development; however, the only adjustments included in the forecasts are those for which an agreement currently exists.

The City's property tax mill levy will remain at the current rate of 4.982 mills. This rate cannot be increased without a vote of the citizens. Property tax revenue is projected to slightly increase for 2019 compared to 2018. Properties are reassessed during odd numbered years and the resulting assessed valuation is applied to property tax calculations payable during the following even numbered years. The forecast assumes that property valuations will slightly increase from 2019 through 2023.

Revenues resulting from fees and charges are forecasted based upon current and/or anticipated fee schedules and are intended to represent the amount required to cover the cost of providing related services for which the fee is charged.

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

## EXPENDITURE ASSUMPTIONS

Personnel expenditures for the General and Land Use Funds include an increase of six percent (6%) for salary increases for 2020 through 2023. This salary forecast includes possible promotions, position reclassifications, re-organizations, etc., and an increase of five to ten percent (5-10%) for insurance costs for 2020 through 2023. The salary increases included in the Forecast are a placeholder and not a guarantee to any department or individual. All salary increases are performance based.

Personnel expenditures are based upon 68.0 full-time equivalent (FTE) positions for 2019 with no additional forecasted jobs. The City may examine the possibility of full-time equivalent positions replacing contracted services each year during the budget process.

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

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

Generally, most line items remain flat with 2019 funding levels with the exception of costs outside of the control of the City including insurance, utility, and material costs such as asphalt, gas, and snow removal materials. In addition, the forecast includes an increase in future year expenditures for ongoing City Council approved budget decision packages.

Capital Improvement Program costs are based upon specific projects anticipated for 2019 through 2023. The Capital Improvement Program Fund forecast is prepared based on a constrained basis and do not include funding for new programs, or enhancements to existing programs. The forecast does not include any increases for items that may require future policy decisions.

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

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



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## GENERAL FUND PROJECTIONS

### REVENUES 2017-2023

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

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



## EXPENDITURES 2017-2023

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

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

## OTHER FINANCING SOURCES (USES) 2017-2023

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

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

## CAPITAL IMPROVEMENT FUND PROJECTIONS

### REVENUES 2017-2023

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



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

## EXPENDITURES 2017-2023

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

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

## EXPENDITURES 2017-2023 (CON'T)

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

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



## OTHER FINANCING SOURCES (USES) 2017-2023

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

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



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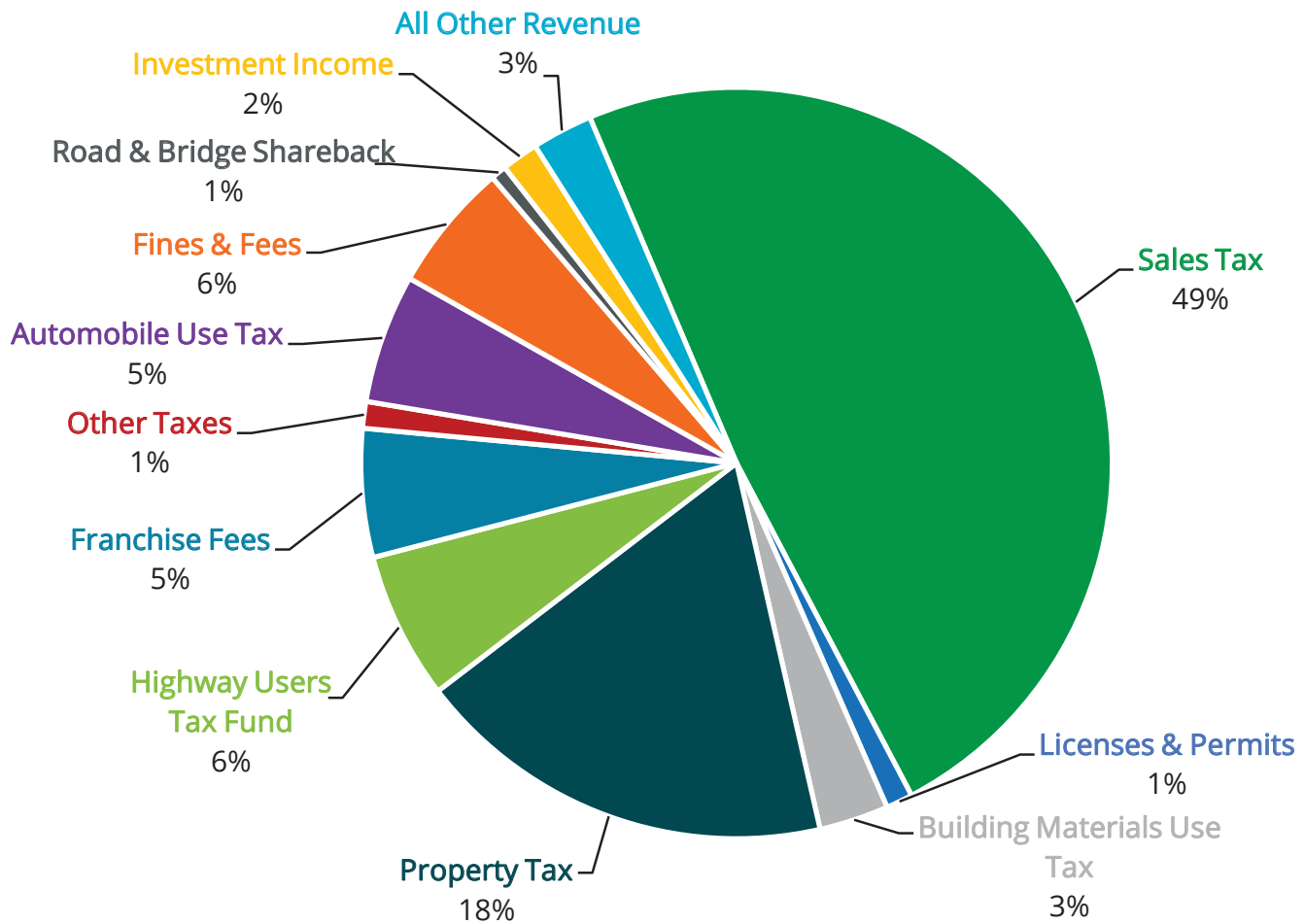
# FUND SUMMARIES

THE FUND SUMMARIES PROVIDE READERS WITH AN OVERVIEW OF OF TOTAL REVENUES, INCLUDING ALL FINANCING SOURCES AND TOTAL EXPENDITURES, INCLUDING ALL FINANCING USES FOR ALL FUNDS. THIS SECTION ALSO PROVIDES THE FULL TIME EQUIVALENT (FTE) COUNT FOR THE ORGANIZATION.



## ALL FUNDS SUMMARY

### 2019 REVENUES - ALL FUNDS



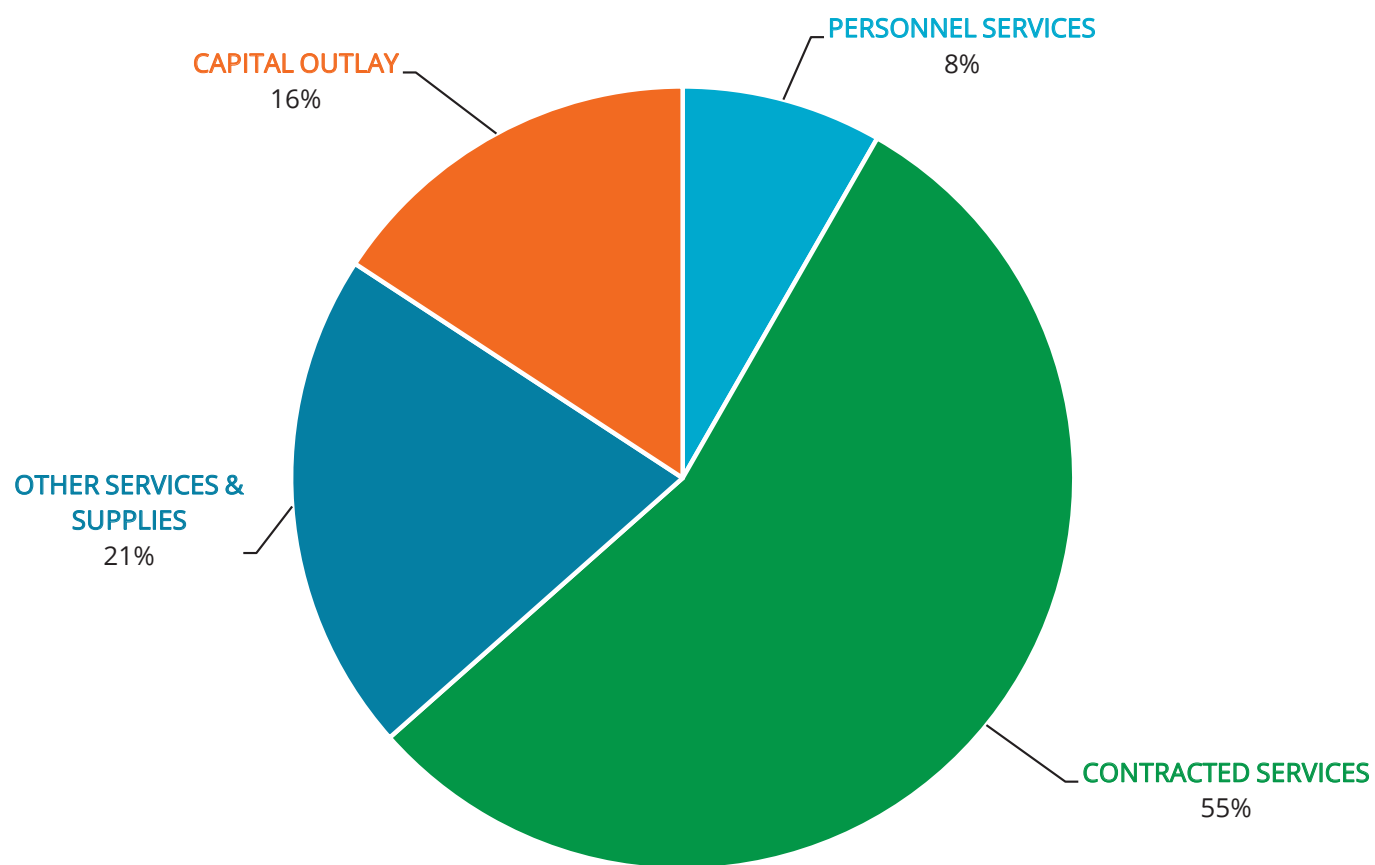
	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 ADOPTED/2019 BUDGET \$	%
Sales Tax	\$ 43,059,755	\$ 43,296,247	\$ 43,296,247	\$ 44,435,800	\$ 1,139,553	3%
Licenses & Permits	1,081,048	1,075,840	1,075,840	1,050,500	(25,340)	-2%
Building Materials Use Tax	2,156,392	3,312,200	3,312,200	2,730,000	(582,200)	-18%
Property Tax	14,511,077	16,261,062	16,261,062	16,610,147	349,085	2%
Highway Users Tax Fund	5,531,915	5,411,644	5,411,644	5,781,500	369,856	7%
Franchise Fees	5,201,692	5,101,900	5,101,900	5,048,000	(53,900)	-1%
Other Taxes	1,113,018	993,902	993,902	1,045,700	51,798	5%
Automobile Use Tax	5,375,813	5,193,500	5,193,500	5,070,700	(122,800)	-2%
Fines & Fees	4,958,188	5,490,680	5,490,680	5,074,000	(416,680)	-8%
Road & Bridge Shareback	622,313	628,530	628,530	618,000	(10,530)	-2%
Investment Income	722,875	805,176	805,176	1,440,053	634,877	79%
All Other Revenue	2,962,189	1,324,900	2,057,759	2,388,300	1,063,400	80%
<b>TOTAL REVENUES</b>	<b>\$ 87,296,275</b>	<b>\$ 88,895,581</b>	<b>\$ 89,628,440</b>	<b>\$ 91,292,700</b>	<b>\$ 2,397,119</b>	<b>3%</b>



## 2019 EXPENDITURES - ALL FUNDS

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 ADOPTED/2019 BUDGET	
					\$	%
<b>Legislative:</b>						
Elected Officials	\$ 369,673	\$ 426,911	\$ 426,911	\$ 233,580	\$ (193,331)	-45%
City Attorney's Office	818,139	970,000	970,000	1,055,000	85,000	9%
City Clerk's Office	449,476	431,459	448,861	634,820	203,361	47%
<b>City Management:</b>						
City Manager's Office	1,398,783	2,270,083	2,570,152	2,483,220	213,137	9%
Office of Technology & Innovation	2,317,348	2,422,636	2,517,767	2,733,100	310,464	13%
<b>Administrative:</b>						
Human Resources	279,523	677,485	419,044	291,000	(386,485)	-57%
Communications	1,055,348	1,093,501	1,158,915	1,105,360	11,859	1%
<b>Financial:</b>						
Finance	2,278,928	2,659,663	2,715,946	2,689,830	30,167	1%
Nondepartmental	5,303,947	6,309,580	6,309,580	6,609,290	299,710	5%
Central Services	360,120	484,078	484,078	773,800	289,722	60%
<b>Public Works:</b>						
Public Works	13,993,092	15,174,813	15,475,249	16,301,400	1,126,587	7%
Facilities & Fleet	742,156	945,764	1,230,764	874,800	(70,964)	-8%
FiberWorks	-	-	-	272,000	272,000	N/A
Capital Improvement <sup>1</sup>	20,883,042	16,220,000	32,707,509	13,466,200	(2,753,800)	-17%
General Improvement Districts <sup>2</sup>	387,718	447,250	447,250	412,580	(34,670)	-8%
<b>Public Safety:</b>						
Law Enforcement	21,529,756	23,054,114	23,054,114	29,220,660	6,166,546	27%
Animal Services	628,892	669,850	669,850	683,810	13,960	2%
Municipal Court	2,195,042	2,370,136	2,382,351	525,090	(1,845,046)	-78%
<b>Community Development:</b>						
Community Development Administration	522,936	536,488	557,879	550,010	13,522	3%
Code Compliance	463,091	494,350	494,350	640,140	145,790	29%
Land Use <sup>3</sup>	2,845,123	3,491,722	3,544,222	3,505,900	14,178	0%
Open Space & Conservation <sup>4</sup>	1,834,512	4,807,500	8,080,504	2,632,500	(2,175,000)	-45%
<b>Redevelopment:</b>						
Urban Redevelopment <sup>5</sup>	5,441,620	6,346,651	6,346,651	6,292,800	(53,851)	-1%
<b>TOTAL EXPENDITURES</b>	<b>\$ 86,098,265</b>	<b>\$ 92,304,034</b>	<b>\$ 113,011,947</b>	<b>\$ 93,986,890</b>	<b>\$ 1,682,856</b>	<b>2%</b>
<b>Revenues Over (Under) Expenditures</b>	<b>\$ 1,198,010</b>	<b>\$ (3,408,453)</b>	<b>\$ (23,383,507)</b>	<b>\$ (2,694,190)</b>	<b>\$ 714,263</b>	<b>-21%</b>
<b>Beginning Fund Balance</b>	<b>\$ 77,488,710</b>	<b>\$ 56,579,089</b>	<b>\$ 75,070,526</b>	<b>\$ 60,940,705</b>	<b>\$ 4,361,616</b>	<b>8%</b>
<b>OTHER FINANCING SOURCES (USES)</b>						
<b>SOURCES</b>						
GF Transfer In From LUF	\$ 1,181,773	\$ 1,147,158	\$ 1,094,658	\$ 1,040,600	\$ (106,558)	-9%
LUF Transfer In From GF	537,241	828,050	828,050	682,500	(145,550)	-18%
FiberWorks Transfer In From GF	-	-	-	272,000	272,000	-
CIF Transfer In From GF	23,850,000	15,900,000	15,900,000	9,750,000	(6,150,000)	-39%
<b>USES</b>						
GF Transfer (Out) to LUF	\$ (537,241)	\$ (828,050)	\$ (828,050)	\$ (682,500)	\$ 145,550	-18%
GF Transfer (Out) to FiberWorks	-	-	-	(272,000)	(272,000)	-
GF Transfer (Out) to CIF	(23,850,000)	(15,900,000)	(15,900,000)	(9,750,000)	6,150,000	-39%
LUF Transfer (Out) to GF	(1,181,773)	(1,147,158)	(1,094,658)	(1,040,600)	106,558	-9%
Committed Fund Balance	-	-	-	(1,300,000)	(1,300,000)	N/A
<b>FUND BALANCE</b>						
Net Change In Fund Balance	\$ 1,198,010	\$ (3,408,453)	\$ (23,383,507)	\$ (3,994,190)	\$ (585,737)	N/A
Beginning Fund Balance	-	-	-	-	-	N/A
<b>ENDING FUND BALANCE</b>	<b>\$ 78,686,720</b>	<b>\$ 53,170,636</b>	<b>\$ 51,687,019</b>	<b>\$ 56,946,515</b>	<b>\$ 3,775,879</b>	<b>7%</b>

## 2019 EXPENDITURES BY CATEGORY - ALL FUNDS



## 2019 EXPENDITURES BY CATEGORY - ALL FUNDS (CON'T)

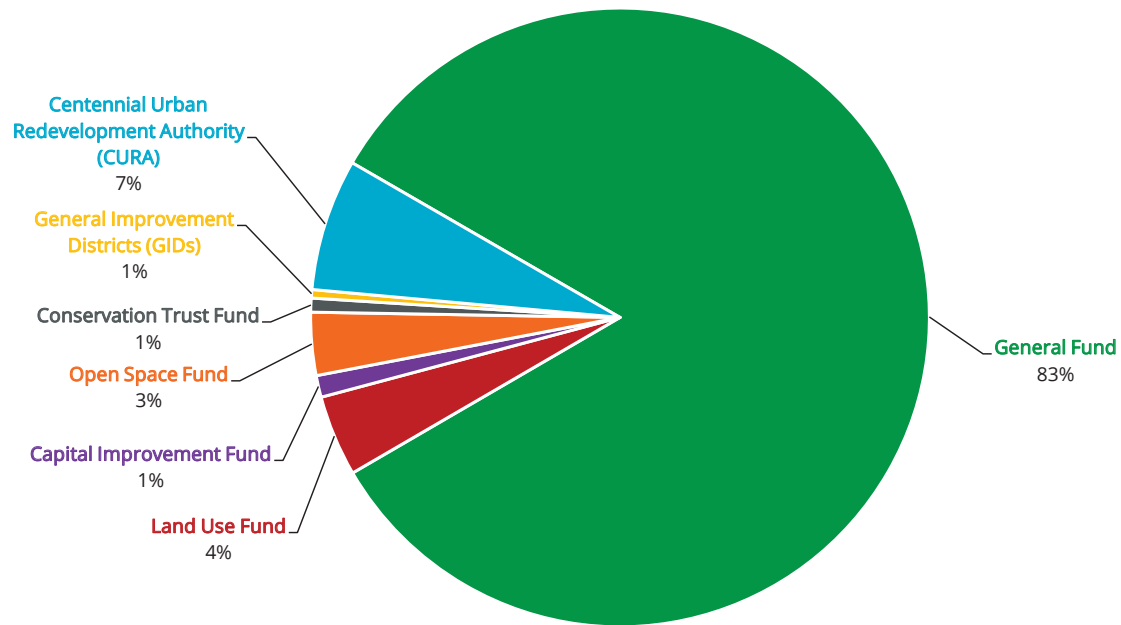
	PERSONNEL SERVICES	CONTRACTED SERVICES	OTHER SERVICES & SUPPLIES	CAPITAL OUTLAY	TOTAL EXPENDITURES
<b>Legislative:</b>					
Elected Officials	\$ 143,580	\$ -	\$ 90,000	\$ -	\$ 233,580
City Attorney's Office	-	1,055,000	-	-	1,055,000
City Clerk's Office	310,570	-	324,250	-	634,820
<b>City Management:</b>					
City Manager's Office	1,644,220	621,500	217,500	-	2,483,220
Office of Technology & Innovation	1,393,610	913,390	426,100	-	2,733,100
<b>Administrative:</b>					
Human Resources	273,000	10,000	8,000	-	291,000
Communications	697,360	-	408,000	-	1,105,360
<b>Financial:</b>					
Finance	1,269,630	957,200	463,000	-	2,689,830
Nondepartmental	-	350,000	6,259,290	-	6,609,290
Central Services	-	-	773,800	-	773,800
<b>Public Works:</b>					
Public Works	645,000	14,498,400	1,158,000	-	16,301,400
Facilities & Fleet	-	-	874,800	-	874,800
FiberWorks	-	40,000	232,000	-	272,000
Capital Improvement <sup>1</sup>	-	-	425,000	13,041,200	13,466,200
General Improvement Districts <sup>2</sup>	-	198,400	214,180	-	412,580
<b>Public Safety:</b>					
Law Enforcement	-	29,220,660	-	-	29,220,660
Animal Services	-	683,810	-	-	683,810
Municipal Court	343,920	103,100	78,070	-	525,090
<b>Community Development:</b>					
Community Development Administration	500,010	-	50,000	-	550,010
Code Compliance	-	611,140	29,000	-	640,140
Land Use <sup>3</sup>	479,780	2,602,100	424,020	-	3,505,900
Open Space & Conservation <sup>4</sup>	80,000	-	762,500	1,790,000	2,632,500
<b>Redevelopment:</b>					
Urban Redevelopment <sup>5</sup>	-	-	6,292,800	-	6,292,800
<b>TOTAL EXPENDITURES</b>	<b>\$ 7,780,680</b>	<b>\$ 51,864,700</b>	<b>\$ 19,510,310</b>	<b>\$ 14,831,200</b>	<b>\$ 93,986,890</b>
<sup>1</sup> Capital Improvement Fund					
<sup>2</sup> General Improvement Districts (Consolidated)					
<sup>3</sup> Land Use Fund					
<sup>4</sup> Open Space Fund and Conservation Trust Fund					
<sup>5</sup> Centennial Urban Redevelopment Authority					
<b>* Shows only operating expenditures. All transfers have been excluded.</b>					



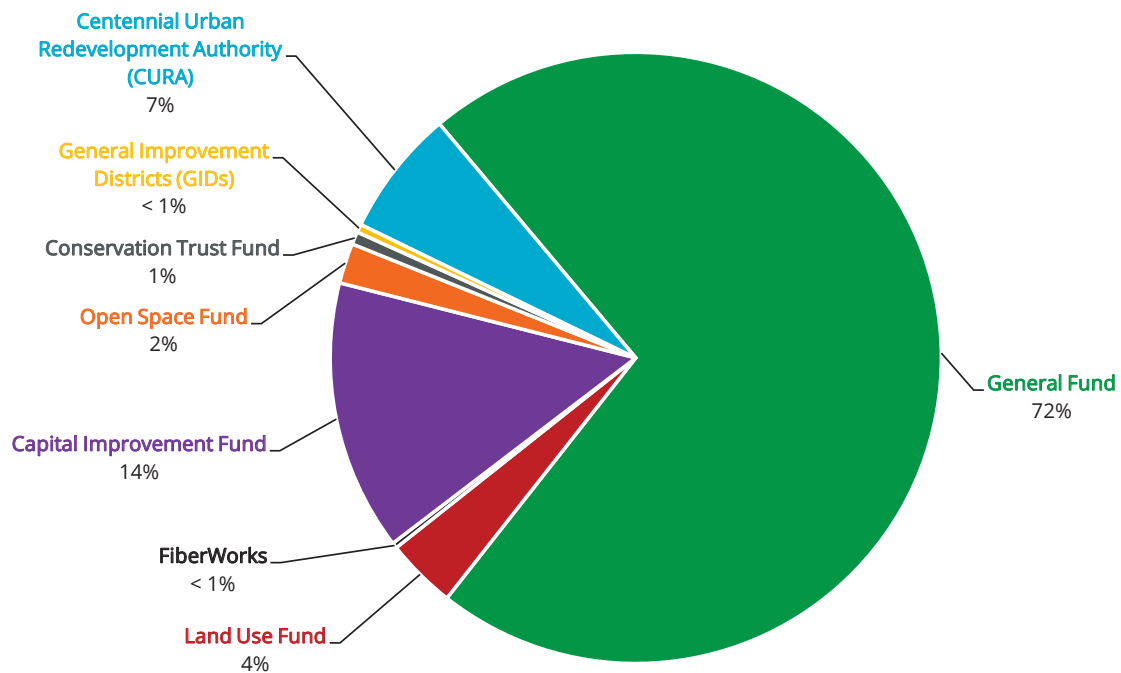
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## FINANCIAL SUMMARY

### 2019 REVENUES - ALL FUNDS



### 2019 EXPENDITURES - ALL FUNDS





## FINANCIAL SUMMARY - ALL FUNDS

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 ADOPTED/2019 BUDGET \$	%
<b>General Fund</b>						
Beginning Fund Balance	\$ 36,653,740	\$ 28,351,590	\$ 28,351,590	\$ 28,200,240	\$ (151,350)	-1%
Revenues	73,225,767	74,909,700	75,049,700	76,030,500	1,120,800	1%
Other Financing Sources, Transfers In						
Transfer In From Land Use Fund	1,181,773	1,147,158	1,094,658	1,040,600	(106,558)	-9%
<b>Total Sources</b>	<b>\$ 111,061,280</b>	<b>\$ 104,408,448</b>	<b>\$ 104,495,948</b>	<b>\$ 105,271,340</b>	<b>\$ 862,892</b>	<b>1%</b>
Expenditures	54,706,250	60,990,911	61,885,811	67,404,910	6,413,999	11%
Other Financing Uses, Transfers (Out)						
Transfer (Out) to Land Use Fund	(537,241)	(828,050)	(828,050)	(682,500)	145,550	-18%
Transfer (Out) to FiberWorks	-	-	-	(272,000)	(272,000)	N/A
Transfer (Out) to Capital Improvement Fund	(23,850,000)	(15,900,000)	(15,900,000)	(9,750,000)	6,150,000	-39%
Ending Fund Balance	31,967,789	26,689,487	25,882,087	27,161,930	472,443	2%
<b>Total Uses</b>	<b>\$ 111,061,280</b>	<b>\$ 104,408,448</b>	<b>\$ 104,495,948</b>	<b>\$ 105,271,340</b>	<b>\$ 862,892</b>	<b>1%</b>
<b>Land Use Fund</b>						
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Revenues	3,489,655	3,810,830	3,810,830	3,864,000	53,170	1%
Other Financing Sources, Transfers In						
Transfer In From General Fund	537,241	828,050	828,050	682,500	(145,550)	-18%
<b>Total Sources</b>	<b>\$ 4,026,896</b>	<b>\$ 4,638,880</b>	<b>\$ 4,638,880</b>	<b>\$ 4,546,500</b>	<b>\$ (92,380)</b>	<b>-2%</b>
Expenditures	2,845,123	3,491,722	3,544,222	3,505,900	14,178	0%
Other Financing Uses, Transfers (Out)						
Transfer (Out) to General Fund	(1,181,773)	(1,147,158)	(1,094,658)	(1,040,600)	106,558	-9%
Ending Fund Balance	-	-	-	-	-	N/A
<b>Total Uses</b>	<b>\$ 4,026,896</b>	<b>\$ 4,638,880</b>	<b>\$ 4,638,880</b>	<b>\$ 4,546,500</b>	<b>\$ (92,380)</b>	<b>-2%</b>
<b>FiberWorks</b>						
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Revenues	-	-	-	-	-	N/A
Other Financing Sources, Transfers In						
Transfer In From General Fund	-	-	-	272,000	272,000	N/A
<b>Total Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 272,000</b>	<b>\$ 272,000</b>	<b>N/A</b>
Expenditures	-	-	-	272,000	272,000	N/A
Ending Fund Balance	-	-	-	-	-	N/A
<b>Total Uses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 272,000</b>	<b>\$ 272,000</b>	<b>N/A</b>
<b>Capital Improvement Fund</b>						
Beginning Fund Balance	\$ 29,905,399	\$ 19,582,256	\$ 34,173,739	\$ 24,630,630	\$ 5,048,374	26%
Revenues	1,301,382	46,000	638,859	1,038,000	992,000	2157%
Other Financing Sources, Transfers In						
Transfer In From General Fund	23,850,000	15,900,000	15,900,000	9,750,000	(6,150,000)	-39%
<b>Total Sources</b>	<b>\$ 55,056,781</b>	<b>\$ 35,528,256</b>	<b>\$ 50,712,598</b>	<b>\$ 35,418,630</b>	<b>\$ (109,626)</b>	<b>0%</b>
Expenditures	20,883,042	16,220,000	32,707,509	13,466,200	(2,753,800)	-17%
Committed Fund Balance Undergrounding	-	-	-	(1,000,000)	(1,000,000)	N/A
Ending Fund Balance	34,173,739	19,308,256	18,005,089	20,952,430	1,644,174	9%
<b>Total Uses</b>	<b>\$ 55,056,781</b>	<b>\$ 35,528,256</b>	<b>\$ 50,712,598</b>	<b>\$ 35,418,630</b>	<b>\$ (109,626)</b>	<b>0%</b>

## FINANCIAL SUMMARY - ALL FUNDS (CON'T)

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 ADOPTED/2019 BUDGET \$	%
<b>Open Space Fund</b>						
Beginning Fund Balance	\$ 6,942,701	\$ 4,348,019	\$ 8,170,632	\$ 3,920,080	\$ (427,939)	-10%
Revenues	2,761,243	2,779,000	2,779,000	3,000,000	221,000	8%
<b>Total Sources</b>	<b>\$ 9,703,944</b>	<b>\$ 7,127,019</b>	<b>\$ 10,949,632</b>	<b>\$ 6,920,080</b>	<b>\$ (206,939)</b>	<b>-3%</b>
Expenditures	1,533,312	4,375,000	7,234,546	2,000,000	(2,375,000)	-54%
Committed Fund Balance Long Term Projects	-	-	-	(300,000)	N/A	N/A
Ending Fund Balance	8,170,632	2,752,019	3,715,086	4,620,080	1,868,061	68%
<b>Total Uses</b>	<b>\$ 9,703,944</b>	<b>\$ 7,127,019</b>	<b>\$ 10,949,632</b>	<b>\$ 6,920,080</b>	<b>\$ (206,939)</b>	<b>-3%</b>
<b>Conservation Trust Fund</b>						
Beginning Fund Balance	\$ 2,697,020	\$ 2,926,539	\$ 3,003,880	\$ 2,817,920	\$ (108,619)	-4%
Revenues	608,055	555,000	555,000	665,000	110,000	20%
<b>Total Sources</b>	<b>\$ 3,305,075</b>	<b>\$ 3,481,539</b>	<b>\$ 3,558,880</b>	<b>\$ 3,482,920</b>	<b>\$ 1,381</b>	<b>0%</b>
Expenditures	301,200	432,500	845,958	632,500	200,000	46%
Ending Fund Balance	3,003,875	3,049,039	2,712,922	2,850,420	(198,619)	-7%
<b>Total Uses</b>	<b>\$ 3,305,075</b>	<b>\$ 3,481,539</b>	<b>\$ 3,558,880</b>	<b>\$ 3,482,920</b>	<b>\$ 1,381</b>	<b>0%</b>
<b>General Improvement Districts (GIDs)</b>						
Beginning Fund Balance	\$ 855,103	\$ 915,455	\$ 915,455	\$ 916,605	\$ 1,150	0%
Revenues	448,070	448,400	448,400	402,400	(46,000)	-10%
<b>Total Sources</b>	<b>\$ 1,303,173</b>	<b>\$ 1,363,855</b>	<b>\$ 1,363,855</b>	<b>\$ 1,319,005</b>	<b>\$ (44,850)</b>	<b>-3%</b>
Expenditures	387,718	447,250	447,250	412,580	(34,670)	-8%
Ending Fund Balance	915,455	916,605	916,605	906,425	(10,180)	-1%
<b>Total Uses</b>	<b>\$ 1,303,173</b>	<b>\$ 1,363,855</b>	<b>\$ 1,363,855</b>	<b>\$ 1,319,005</b>	<b>\$ (44,850)</b>	<b>-3%</b>
<b>Centennial Urban Redevelopment Authority (CURA)</b>						
Beginning Fund Balance	\$ 434,747	\$ 455,230	\$ 455,230	\$ 455,230	\$ -	0%
Revenues	5,462,103	6,346,651	6,346,651	6,292,800	(53,851)	-1%
<b>Total Sources</b>	<b>\$ 5,896,850</b>	<b>\$ 6,801,881</b>	<b>\$ 6,801,881</b>	<b>\$ 6,748,030</b>	<b>\$ (53,851)</b>	<b>-1%</b>
Expenditures	5,441,620	6,346,651	6,346,651	6,292,800	(53,851)	-1%
Ending Fund Balance	455,230	455,230	455,230	455,230	-	0%
<b>Total Uses</b>	<b>\$ 5,896,850</b>	<b>\$ 6,801,881</b>	<b>\$ 6,801,881</b>	<b>\$ 6,748,030</b>	<b>\$ (53,851)</b>	<b>-1%</b>

## FINANCIAL SUMMARY - ALL FUNDS (CON'T)

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 ADOPTED/2019 BUDGET	
					\$	%
<b>ALL FUNDS</b>						
Beginning Fund Balance	\$ 77,488,710	\$ 56,579,089	\$ 75,070,526	\$ 60,940,705	\$ 4,361,616	8%
Revenues	87,296,275	88,895,581	89,628,440	91,292,700	2,397,119	3%
Other Financing Sources, Transfers In						
GF Transfer In From LUF	1,181,773	1,147,158	1,094,658	1,040,600	(106,558)	-9%
LUF Transfer In From GF	537,241	828,050	828,050	682,500	(145,550)	-18%
FiberWorks Transfer In From GF	-	-	-	272,000	272,000	N/A
CIF Transfer In From GF	23,850,000	15,900,000	15,900,000	9,750,000	(6,150,000)	-39%
<b>TOTAL SOURCES - ALL FUNDS</b>	<b>\$ 190,353,999</b>	<b>\$ 163,349,878</b>	<b>\$ 182,521,674</b>	<b>\$ 163,978,505</b>	<b>\$ 628,627</b>	<b>0%</b>
Expenditures	86,098,265	92,304,034	113,011,947	93,986,890	1,682,856	2%
Other Financing Uses, Transfers (Out)						
GF Transfer (Out) to LUF	(537,241)	(828,050)	(828,050)	(682,500)	145,550	-18%
GF Transfer (Out) to FiberWorks	-	-	-	(272,000)	(272,000)	N/A
GF Transfer (Out) to CIF	(23,850,000)	(15,900,000)	(15,900,000)	(9,750,000)	6,150,000	-39%
LUF Transfer (Out) to GF	(1,181,773)	(1,147,158)	(1,094,658)	(1,040,600)	106,558	-9%
Committed Fund Balance	-	-	-	(1,300,000)	(1,300,000)	N/A
Ending Fund Balance	78,686,720	53,170,636	51,687,019	56,946,515	3,775,879	7%
<b>TOTAL USES - ALL FUNDS</b>	<b>\$ 190,353,999</b>	<b>\$ 163,349,878</b>	<b>\$ 182,521,674</b>	<b>\$ 163,978,505</b>	<b>\$ 628,627</b>	<b>0%</b>



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## STAFF RESOURCES

### Staff Resources Summary by Function

Department/Division	2017 Actual FTE	2018 Adopted FTE	2018 Amended FTE	2019 Budget FTE	2018 Amended / 2019 Budget
<b>General Fund</b>					
Elected Officials	-	-	-	-	-
City Clerk's Office	3.50	3.50	3.50	3.50	-
City Manager's Office	10.00	14.00	13.00	13.00	-
Office of Technology and Innovation	12.50	11.50	12.50	12.50	-
Human Resources	2.00	2.00	2.00	2.00	-
Communications	7.00	7.00	7.00	5.00	(2.00)
Finance	12.50	12.50	12.50	12.50	-
Public Works <sup>1</sup>	3.50	3.50	5.50	5.50	-
Municipal Court	5.75	5.75	4.00	4.00	-
Community Development Administration	4.00	4.00	4.00	4.00	-
<b>Land Use Fund</b>					
Current Planning	6.00	6.00	5.00	6.00	1.00
<b>TOTAL</b>	<b>66.75</b>	<b>69.75</b>	<b>69.00</b>	<b>68.00</b>	<b>(1.00)</b>
<sup>1</sup> Indicates services provided through contract and managed by City staff.					

# Staff Resources Summary by Position

Department/Division	2017 Actual FTE	2018 Adopted FTE	2018 Amended FTE	2019 Budget FTE	2018 Amended / 2019 Budget	Salary Range Low	Salary Range High	2019 Department
<b>General Fund</b>								
<b>Elected Officials</b>								
Mayor	-	-	-	-	-	\$ 16,008	\$ 16,008	Elected Officials
Mayor Pro Tem	-	-	-	-	-	13,008	13,008	Elected Officials
Council Members	-	-	-	-	-	12,000	12,000	Elected Officials
<b>Elected Officials</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>			
<b>City Clerk's Office</b>								
City Clerk	1.00	1.00	1.00	1.00	-	\$ 78,459	\$ 118,107	City Clerk's Office
Deputy City Clerk	1.00	1.00	1.00	1.00	-	51,604	77,406	City Clerk's Office
Passport Clerk	0.50	0.50	0.50	0.50	-	29,201	40,881	City Clerk's Office
Licensing/Records Clerk	1.00	1.00	1.00	1.00	-	35,844	53,766	City Clerk's Office
<b>City Clerk's Office</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>-</b>			
<b>City Manager's Office</b>								
City Manager	1.00	1.00	1.00	1.00	-	\$ 200,000	\$ 200,000	City Manager's Office
Deputy City Manager	1.00	1.00	1.00	1.00	-	115,887	173,831	City Manager's Office
Assistant City Manager	1.00	1.00	1.00	1.00	-	115,887	173,831	City Manager's Office
Director of Strategic Initiatives	-	1.00	1.00	1.00	-	100,771	161,234	City Manager's Office
Assistant to the City Manager	1.00	-	-	-	-	78,459	118,107	-
Senior Management Analyst	2.00	2.00	2.00	2.00	-	61,993	92,803	City Manager's Office
Economic Development Manager	1.00	1.00	1.00	1.00	-	78,459	118,107	City Manager's Office
Economic Development Specialist	1.00	1.00	1.00	1.00	-	55,105	80,340	City Manager's Office
Management Analyst	1.00	1.00	1.00	1.00	-	51,604	77,406	City Manager's Office
Executive Assistant	1.00	1.00	1.00	1.00	-	51,604	77,406	City Manager's Office
Innovation Team Data Analyst	-	1.00	2.00	2.00	-	51,604	77,406	City Manager's Office
Innovation Team Coordinator	A -	1.00	-	-	-	48,925	71,735	-
Innovation UI/UX Designer	-	1.00	1.00	1.00	-	51,604	77,406	City Manager's Office
<b>City Manager's Office</b>	<b>10.00</b>	<b>14.00</b>	<b>13.00</b>	<b>13.00</b>	<b>-</b>			
<b>Office of Technology &amp; Innovation</b>								
Chief Innovation & Technology Officer	1.00	1.00	1.00	1.00	-	\$ 100,771	\$ 161,234	Office of Technology & Innovation
Innovation Team Data Analyst	2.00	-	-	-	-	51,604	77,406	-
Innovation Team Coordinator	1.00	-	-	-	-	48,925	71,735	-
Innovation UI/UX Designer	1.00	-	-	-	-	51,604	77,406	-
Business Analyst	1.00	1.00	-	-	-	61,993	92,803	-
Manager of Enterprise Services	B -	-	1.00	1.00	-	78,459	118,107	Office of Technology & Innovation
IT Project Manager	C -	-	1.00	1.00	-	51,604	77,406	Office of Technology & Innovation
Information Technology Manager	B 1.00	1.00	-	-	-	69,741	107,750	-
Client Services Manager	B -	-	1.00	1.00	-	69,741	107,750	Office of Technology & Innovation
Database Administrator	1.00	1.00	1.00	1.00	-	78,459	118,107	Office of Technology & Innovation
Applications Specialist	1.00	1.00	1.00	1.00	-	61,993	92,803	Office of Technology & Innovation
System Administrator	-	1.00	1.00	1.00	-	61,993	92,803	Office of Technology & Innovation
Senior Infrastructure & Operations Engineer	-	1.00	1.00	1.00	-	87,627	135,823	Office of Technology & Innovation
Technology Support Analyst	-	1.00	1.00	1.00	-	48,925	71,735	Office of Technology & Innovation
Analytical Services Manager	B -	-	1.00	1.00	-	78,459	118,107	Office of Technology & Innovation
GIS Supervisor	B 1.00	1.00	-	-	-	69,741	107,750	-
GIS Technician	1.00	1.00	1.00	1.00	-	41,097	61,646	Office of Technology & Innovation
Senior GIS Analyst / Programmer	1.00	1.00	1.00	1.00	-	57,616	86,424	Office of Technology & Innovation
Administrative Assistant IV	0.50	0.50	0.50	0.50	-	41,097	61,646	Office of Technology & Innovation
<b>Office of Technology &amp; Innovation</b>	<b>12.50</b>	<b>11.50</b>	<b>12.50</b>	<b>12.50</b>	<b>-</b>			
<b>Human Resources</b>								
Human Resources Director	1.00	1.00	1.00	1.00	-	\$ 100,771	\$ 161,234	Human Resources
Human Resources Generalist	1.00	1.00	1.00	1.00	-	48,925	71,735	Human Resources
<b>Human Resources</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>			



# Staff Resources Summary by Position

Department/Division	2017 Actual FTE	2018 Adopted FTE	2018 Amended FTE	2019 Budget FTE	2018 Amended / 2019 Budget	Salary Range Low	Salary Range High	2019 Department
<b>General Fund</b>								
<b>Communications</b>								
Communications Director	1.00	1.00	1.00	1.00	-	\$ 100,771	\$ 161,234	Communications
Public Information Manager	D 1.00	1.00	1.00	-	(1.00)	69,741	107,750	-
Marketing Strategist	1.00	1.00	1.00	1.00	-	48,925	71,735	Communications
Customer Experience Manager	1.00	1.00	1.00	1.00	-	51,604	77,406	Communications
Digital Media Strategist	D 1.00	1.00	1.00	-	(1.00)	55,105	80,340	-
Community Liaison	1.00	1.00	1.00	1.00	-	48,925	71,735	Communications
Communications Coordinator	1.00	1.00	1.00	1.00	-	41,406	62,109	Communications
<b>Communications</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>5.00</b>	<b>(2.00)</b>			
<b>Finance</b>								
Finance Director	1.00	1.00	1.00	1.00	-	\$ 100,771	\$ 161,234	Finance
Deputy Finance Director	1.00	1.00	1.00	1.00	-	78,459	118,107	Finance
Revenue Manager	1.00	1.00	1.00	1.00	-	78,459	118,107	Finance
Purchasing Manager	1.00	1.00	1.00	1.00	-	57,616	86,424	Finance
Senior Accountant	2.00	1.00	1.00	1.00	-	57,616	86,424	Finance
Accountant	1.00	2.00	2.00	2.00	-	51,604	77,406	Finance
Financial Analyst	1.00	1.00	1.00	1.00	-	48,925	71,735	Finance
Finance Assistant	1.00	1.00	1.00	1.00	-	41,097	61,646	Finance
Accounting Technician	2.00	2.00	2.00	2.00	-	35,844	53,766	Finance
Payroll Specialist	0.50	0.50	0.50	0.50	-	41,097	61,645	Finance
Sales & Use Tax Compliance Technician	1.00	1.00	1.00	1.00	-	41,097	61,645	Finance
<b>Finance</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>	<b>-</b>			
<b>Public Works</b>								
Director of Public Works	1.00	1.00	1.00	1.00	-	\$ 100,771	\$ 161,234	Public Works
Engineer Manager	-	-	1.00	1.00	-	87,627	135,823	Public Works
Engineer II	E 1.00	1.00	-	-	-	61,993	92,803	-
Engineer I	E -	-	1.00	1.00	-	55,105	80,340	Public Works
Construction Inspector	E -	-	1.00	1.00	-	46,144	67,774	Public Works
Project Manager	1.00	1.00	1.00	1.00	-	57,616	86,424	Public Works
Administrative Assistant IV	0.50	0.50	0.50	0.50	-	41,097	61,646	Public Works
<b>Public Works</b>	<b>3.50</b>	<b>3.50</b>	<b>5.50</b>	<b>5.50</b>	<b>-</b>			
<b>Municipal Court</b>								
Court Administrator	1.00	1.00	1.00	1.00	-	\$ 78,459	\$ 118,107	Municipal Court
Court Technology Clerk	C 1.00	1.00	-	-	-	41,097	61,646	-
Judicial Assistant	1.00	1.00	1.00	1.00	-	35,844	53,766	Municipal Court
Deputy Court Clerk II	1.00	1.00	1.00	1.00	-	35,844	53,766	Municipal Court
Deputy Court Clerk I	F 1.75	1.75	1.00	1.00	-	32,121	48,181	Municipal Court
<b>Municipal Court</b>	<b>5.75</b>	<b>5.75</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>			
<b>Community Development Administration</b>								
Community Development Director	1.00	1.00	1.00	1.00	-	\$ 100,771	\$ 161,234	Community Development
Deputy Community Development Director	1.00	1.00	1.00	1.00	-	78,459	118,107	Community Development
Administrative and Project Coordinator	1.00	1.00	1.00	1.00	-	48,925	71,735	Community Development
Administrative Assistant IV	1.00	1.00	1.00	1.00	-	41,097	61,646	Community Development
<b>Community Development Administration</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>			

# Staff Resources Summary by Position

Department/Division	2017 Actual FTE	2018 Adopted FTE	2018 Amended FTE	2019 Budget FTE	2018 Amended / 2019 Budget	Salary Range Low	Salary Range High	2019 Department
<b>Land Use Fund</b>								
<b>Current Planning</b>								
Principal Planner	-	-	1.00	1.00	-	\$ 61,993	\$ 92,803	Land Use Fund
Senior Planner	1.00	1.00	1.00	1.00	-	61,993	92,803	Land Use Fund
Planner I	G 1.00	1.00	-	1.00	1.00	46,144	67,774	Land Use Fund
Planner II	2.00	2.00	2.00	2.00	-	55,105	80,340	Land Use Fund
Engineer I	E,H 1.00	1.00	-	-	-	55,105	80,340	-
Administrative Assistant III	1.00	1.00	1.00	1.00	-	35,844	53,766	Land Use Fund
<b>Current Planning</b>	<b>6.00</b>	<b>6.00</b>	<b>5.00</b>	<b>6.00</b>	<b>1.00</b>			
<b>TOTAL</b>	<b>66.75</b>	<b>69.75</b>	<b>69.00</b>	<b>68.00</b>	<b>(1.00)</b>			
A. Reorganization of i-team within Office of Strategic Initiatives								
B. Reorganization of Office of Technology and Innovation to reflect operations								
C. Court Technology Clerk reclassified to IT Project Manager								
D. Reorganization of Communications								
E. Reorganization of Public Works to reflect operations								
F. Reorganization of Municipal Court resources								
G. New Planner I position authorized by Council								
H. Reclassified position to Public Works								

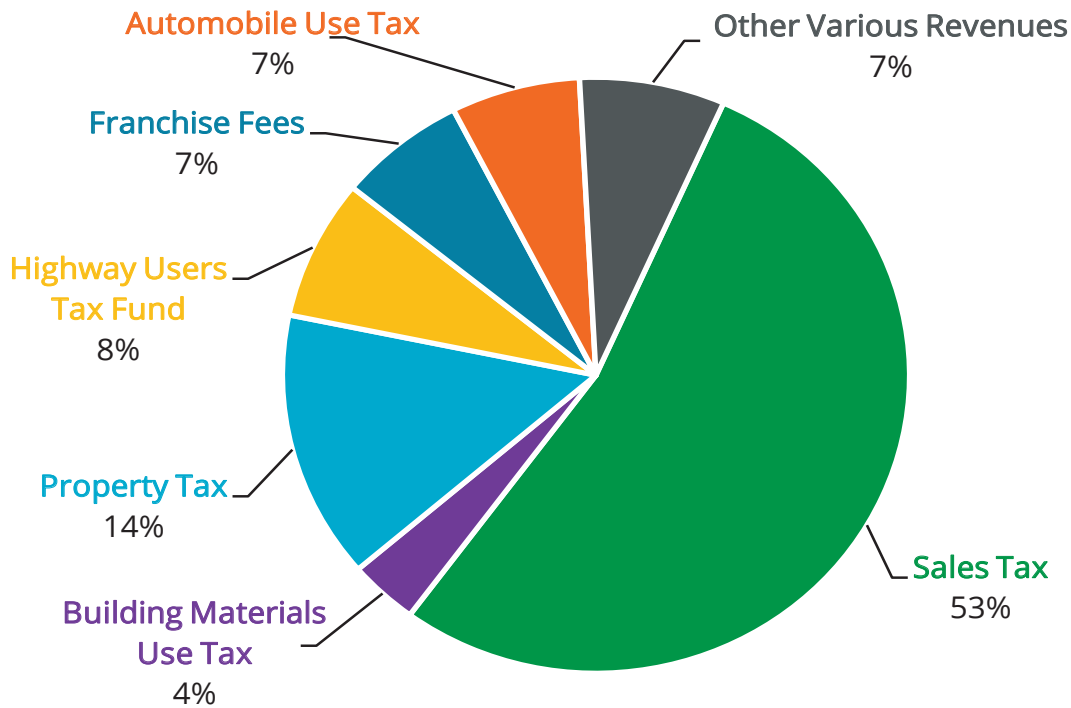
# GENERAL FUND

THE GENERAL FUND IS THE PRIMARY OPERATING FUND USED FOR ALL GOVERNMENT ACTIVITIES, FOR WHICH REVENUES AND EXPENDITURES ARE UNRESTRICTED. THE GENERAL FUND IS COMPRISED OF EIGHTEEN DEPARTMENTS AND DIVISIONS, OPERATED BY BOTH STAFF AND CONTRACTED SERVICES.



## GENERAL FUND REVENUES

### BUDGET DETAIL

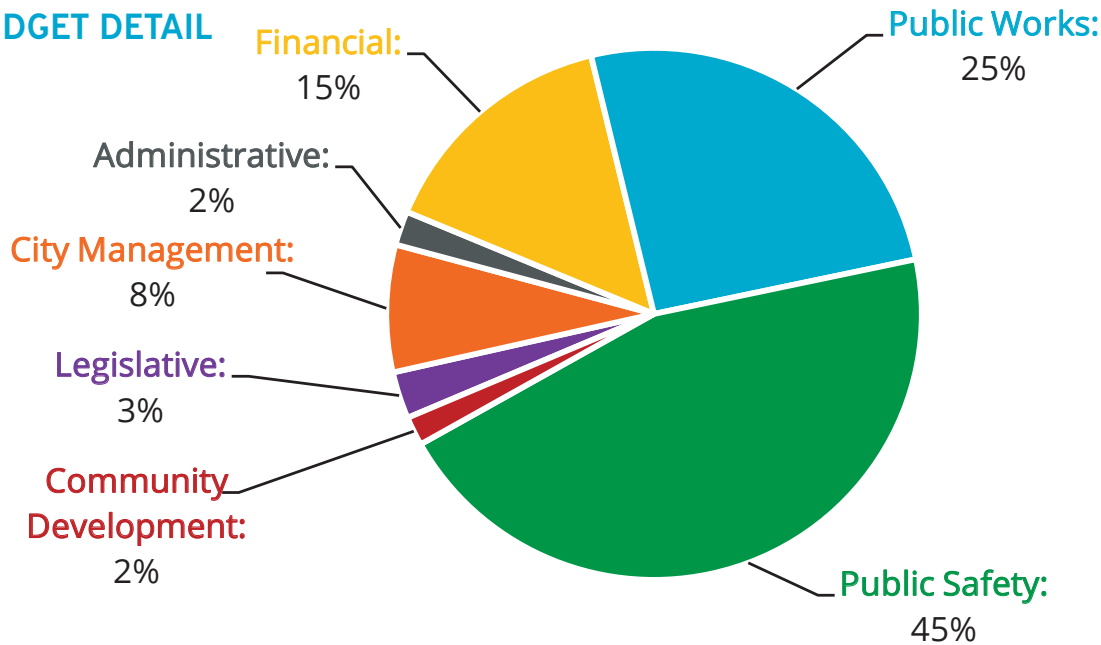


	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 ADOPTED/2019 BUDGET \$	%
Sales Tax	\$ 39,447,977	\$ 39,498,460	\$ 39,498,460	\$ 40,640,000	\$ 1,141,540	3%
Licenses & Permits	127,572	144,400	144,400	126,500	(17,900)	-12%
Building Materials Use Tax	2,156,392	3,312,200	3,312,200	2,730,000	(582,200)	-18%
Property Tax	9,597,287	10,730,676	10,730,676	11,052,000	321,324	3%
Highway Users Tax Fund	5,531,915	5,411,644	5,411,644	5,781,500	369,856	7%
Franchise Fees	5,201,692	5,101,900	5,101,900	5,048,000	(53,900)	-1%
Other Taxes	1,078,552	965,200	965,200	1,014,500	49,300	5%
Automobile Use Tax	5,375,813	5,193,500	5,193,500	5,070,700	(122,800)	-2%
Fines & Fees	2,379,195	2,565,290	2,565,290	2,086,000	(479,290)	-19%
Road & Bridge Shareback	622,313	628,530	628,530	618,000	(10,530)	-2%
Investment Income	617,846	738,000	738,000	1,230,000	492,000	67%
All Other Revenue	1,089,213	619,900	759,900	633,300	13,400	2%
<b>TOTAL REVENUES</b>	<b>\$ 73,225,767</b>	<b>\$ 74,909,700</b>	<b>\$ 75,049,700</b>	<b>\$ 76,030,500</b>	<b>\$ 1,120,800</b>	<b>1%</b>



## GENERAL FUND EXPENDITURES

### BUDGET DETAIL



	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 ADOPTED/2019 BUDGET \$	%
<b>Legislative:</b>						
Elected Officials	\$ 369,673	\$ 426,911	\$ 426,911	\$ 233,580	\$ (193,331)	-45%
City Attorney's Office	818,139	970,000	970,000	1,055,000	85,000	9%
City Clerk's Office	449,476	431,459	448,861	634,820	203,361	47%
<b>City Management:</b>						
City Manager's Office	1,398,783	2,270,083	2,570,152	2,483,220	213,137	9%
Office of Technology & Innovation	2,317,348	2,422,636	2,517,767	2,733,100	310,464	13%
<b>Administrative:</b>						
Human Resources	279,523	677,485	419,044	291,000	(386,485)	-57%
Communications	1,055,348	1,093,501	1,158,915	1,105,360	11,859	1%
<b>Financial:</b>						
Finance	2,278,928	2,659,663	2,715,946	2,689,830	30,167	1%
Nondepartmental	5,303,947	6,309,580	6,309,580	6,609,290	299,710	5%
Central Services	360,120	484,078	484,078	773,800	289,722	60%
<b>Public Works:</b>						
Public Works	13,993,092	15,174,813	15,475,249	16,301,400	1,126,587	7%
Facilities & Fleet	742,156	945,764	1,230,764	874,800	(70,964)	-8%
<b>Public Safety:</b>						
Law Enforcement	21,529,756	23,054,114	23,054,114	29,220,660	6,166,546	27%
Animal Services	628,892	669,850	669,850	683,810	13,960	2%
Municipal Court	2,195,042	2,370,136	2,382,351	525,090	(1,845,046)	-78%
<b>Community Development:</b>						
Community Development Administration	522,936	536,488	557,879	550,010	13,522	3%
Code Compliance	463,091	494,350	494,350	640,140	145,790	29%
<b>TOTAL EXPENDITURES</b>	<b>\$ 54,706,250</b>	<b>\$ 60,990,911</b>	<b>\$ 61,885,811</b>	<b>\$ 67,404,910</b>	<b>\$ 6,413,999</b>	<b>11%</b>

## GENERAL FUND FINANCING SOURCES (USES)

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 ADOPTED/2019 BUDGET \$	%
Revenues Over (Under) Expenditures	\$ 18,519,517	\$ 13,918,789	\$ 13,163,889	\$ 8,625,590	\$ (5,293,199)	-38%
<b>OTHER FINANCING SOURCES (USES)</b>						
<b>SOURCES</b>						
Transfer In From Land Use Fund	\$ 1,181,773	\$ 1,147,158	\$ 1,094,658	\$ 1,040,600	\$ (106,558)	-9%
<b>USES</b>						
Transfer (Out) to Land Use Fund	\$ (537,241)	\$ (828,050)	\$ (828,050)	\$ (682,500)	\$ 145,550	-18%
Transfer (Out) to FiberWorks	-	-	-	(272,000)	(272,000)	N/A
Transfer (Out) to Capital Improvement Fund	(23,850,000)	(15,900,000)	(15,900,000)	(9,750,000)	6,150,000	-39%
<b>FUND BALANCE</b>						
Net Change In Fund Balance	\$ (4,685,951)	\$ (1,662,103)	\$ (2,469,503)	\$ (1,038,310)	\$ 623,793	-38%
Beginning Fund Balance	36,653,740	28,351,590	28,351,590	28,200,240	(151,350)	-1%
<b>ENDING FUND BALANCE</b>	<b>\$ 31,967,789</b>	<b>\$ 26,689,487</b>	<b>\$ 25,882,087</b>	<b>\$ 27,161,930</b>	<b>\$ 472,443</b>	<b>2%</b>



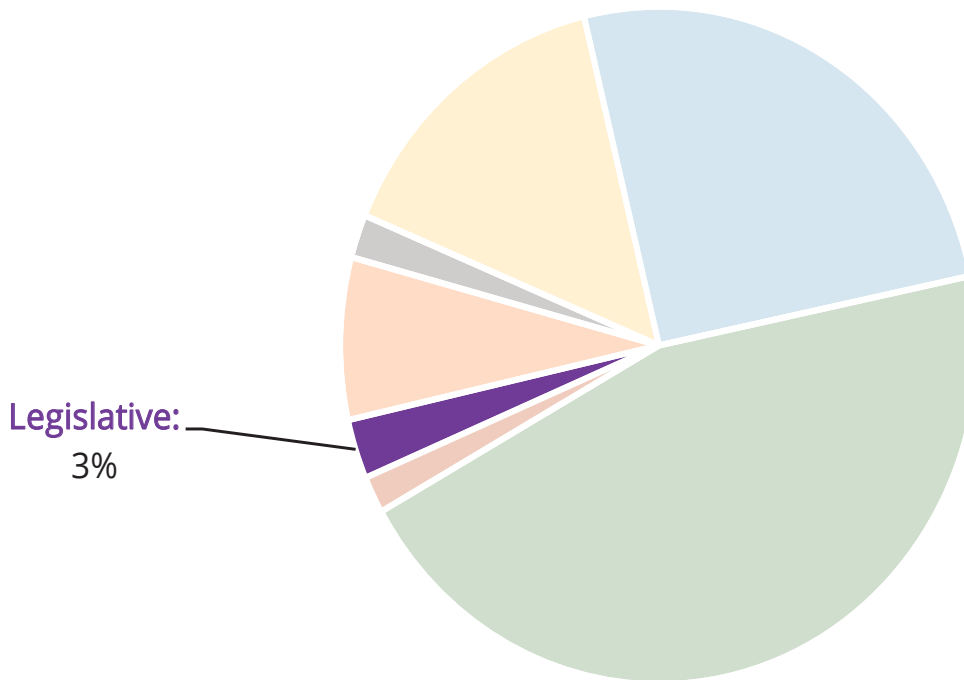


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## LEGISLATIVE

The Legislative function of the City Government provides policy, legal, records, and fiduciary accountability to the citizens of Centennial. These disciplines further the City's Strategic Plan by providing sound stewardship of resources needed to accomplish the goals adopted by Council.

### BUDGET FUNCTION

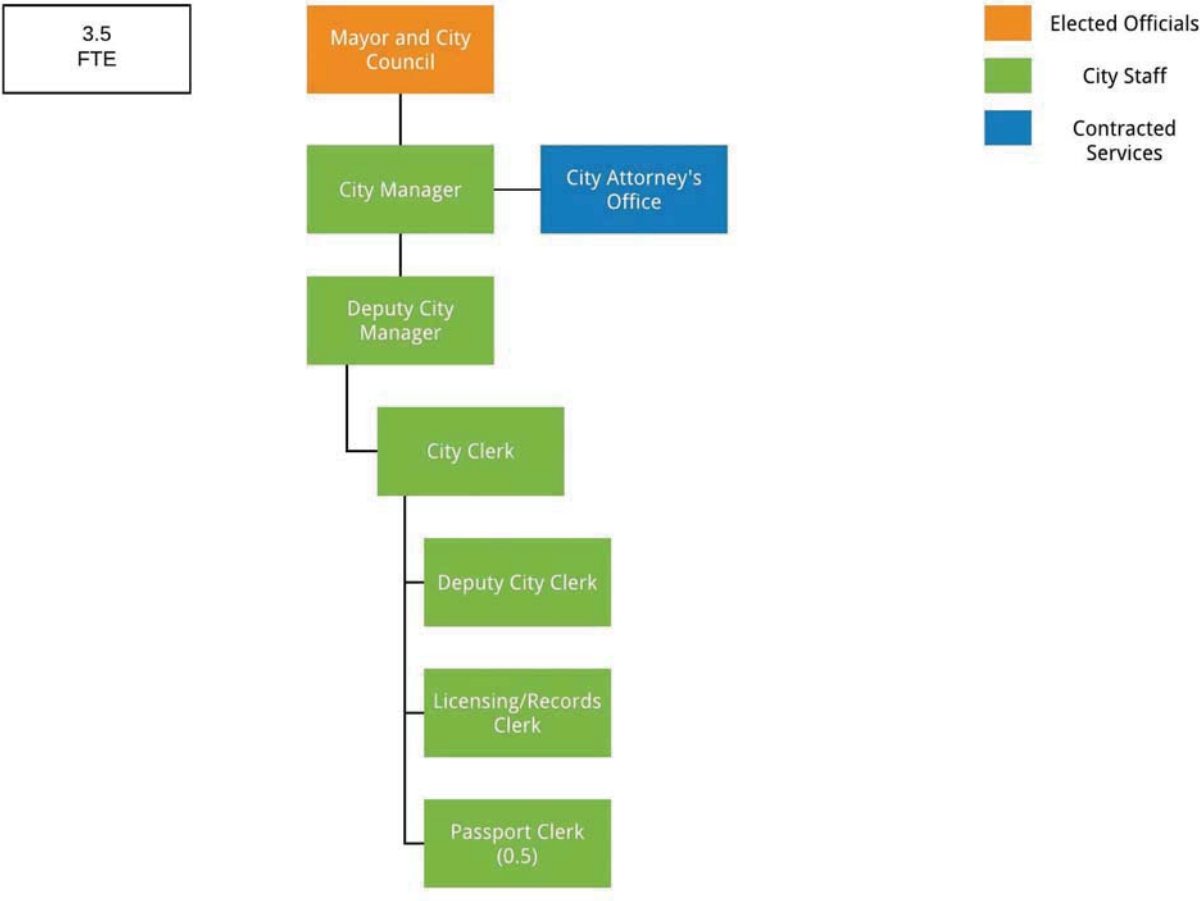


This graph illustrates the percentage of the Legislative function's expenditures to the operating budget of the General Fund in 2019.

The Legislative function of the City Government is comprised of the following departments/divisions:

- Elected Officials
- City Attorney's Office
- City Clerk's Office

ORGANIZATIONAL CHART



## 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.

## BUDGET DETAIL

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 ADOPTED/2019 BUDGET \$	%
<b>Personnel Services:</b>						
Salaries & Wages	\$ 113,016	\$ 116,350	\$ 116,350	\$ 113,020	\$ (3,330)	-3%
Benefits	42,737	89,956	89,956	30,560	(59,396)	-66%
<b>Subtotal Personnel Services</b>	<b>\$ 155,753</b>	<b>\$ 206,306</b>	<b>\$ 206,306</b>	<b>\$ 143,580</b>	<b>\$ (62,726)</b>	<b>-30%</b>
<b>Other Services &amp; Supplies:</b>						
Dues & Memberships	\$ 135,048	\$ 145,605	\$ 145,605	\$ -	\$ (145,605)	-100%
Training and Travel	38,891	30,000	30,000	45,000	15,000	50%
Council Meetings	6,157	10,000	10,000	25,000	15,000	150%
Communication Sponsorship & Donations	7,050	20,000	20,000	20,000	-	0%
Miscellaneous	26,774	15,000	15,000	-	(15,000)	-100%
<b>Subtotal Other Services &amp; Supplies</b>	<b>\$ 213,920</b>	<b>\$ 220,605</b>	<b>\$ 220,605</b>	<b>\$ 90,000</b>	<b>\$ (130,605)</b>	<b>-59%</b>
<b>TOTAL ELECTED OFFICIALS</b>	<b>\$ 369,673</b>	<b>\$ 426,911</b>	<b>\$ 426,911</b>	<b>\$ 233,580</b>	<b>\$ (193,331)</b>	<b>-45%</b>

## 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.

### BUDGET DETAIL

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 Adopted/2019 Budget	
					\$	%
<i>Contracted Services:</i>						
City Attorney	\$ 794,288	\$ 720,000	\$ 720,000	\$ 840,000	\$ 120,000	17%
Outside Counsel	23,715	50,000	50,000	10,000	(40,000)	-80%
Annexations	136	-	-	5,000	5,000	N/A
City Attorney - Other	-	200,000	200,000	200,000	-	0%
<b>Subtotal Contracted Services</b>	<b>\$ 818,139</b>	<b>\$ 970,000</b>	<b>\$ 970,000</b>	<b>\$ 1,055,000</b>	<b>\$ 85,000</b>	<b>9%</b>
<b>TOTAL CITY ATTORNEY'S OFFICE</b>	<b>\$ 818,139</b>	<b>\$ 970,000</b>	<b>\$ 970,000</b>	<b>\$ 1,055,000</b>	<b>\$ 85,000</b>	<b>9%</b>

## 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.

### BUDGET DETAIL

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 Adopted/2019 Budget	
					\$	%
<b>Personnel Services:</b>						
Salaries & Wages	\$ 210,951	\$ 209,468	\$ 224,868	\$ 229,250	\$ 19,782	9%
Benefits	66,726	75,487	77,489	81,320	5,833	8%
<b>Subtotal Personnel Services</b>	<b>\$ 277,677</b>	<b>\$ 284,955</b>	<b>\$ 302,357</b>	<b>\$ 310,570</b>	<b>\$ 25,615</b>	<b>9%</b>
<b>Other Services &amp; Supplies:</b>						
Professional Services	\$ 5,185	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	0%
Elections Services	63,458	-	-	250,000	250,000	N/A
Commission/Board/Authority Services	24,686	36,075	36,075	30,250	(5,825)	-16%
Printing & Publishing	4,189	8,700	8,700	9,000	300	3%
Office Supplies	1,468	-	-	-	-	N/A
Records Storage	19,603	20,000	20,000	20,000	-	0%
Miscellaneous	1,068	3,740	3,740	-	(3,740)	-100%
<b>Subtotal Other Services &amp; Supplies</b>	<b>\$ 119,657</b>	<b>\$ 83,515</b>	<b>\$ 83,515</b>	<b>\$ 324,250</b>	<b>\$ 240,735</b>	<b>288%</b>
<b>Contracted Services:</b>						
Enforcement Services	\$ 49,008	\$ 52,506	\$ 52,506	\$ -	\$ (52,506)	-100%
Legal Services - General	3,134	10,483	10,483	-	(10,483)	-100%
<b>Subtotal Contracted Services</b>	<b>\$ 52,142</b>	<b>\$ 62,989</b>	<b>\$ 62,989</b>	<b>\$ -</b>	<b>\$ (62,989)</b>	<b>-100%</b>
<b>TOTAL CITY CLERK'S OFFICE</b>	<b>\$ 449,476</b>	<b>\$ 431,459</b>	<b>\$ 448,861</b>	<b>\$ 634,820</b>	<b>\$ 203,361</b>	<b>47%</b>

### 2018 ACCOMPLISHMENTS

- With the Office of Technology and Innovation, implemented OnBase, providing effective management of public meetings and records.
- Completed revisions to the Boards and Commissions appointment process.

### 2019 WORKPLAN

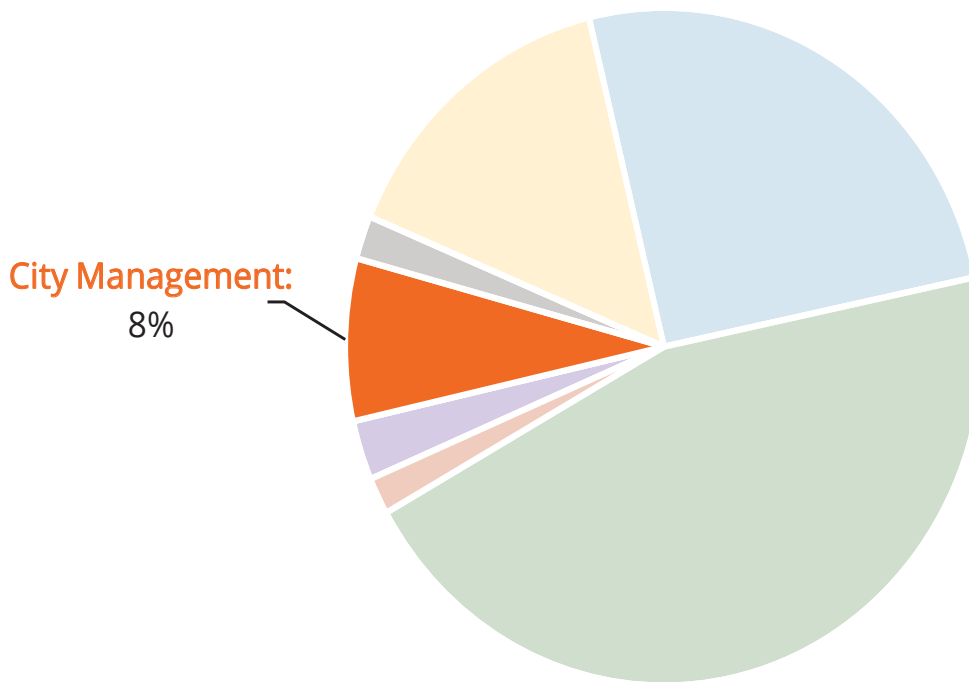
1. Successfully administer and complete municipal elections.
2. With the Office of Technology and Innovation, complete the OnBase content conversion process.
3. Following 2019 elections, complete Council orientation and onboarding process.
4. Review boards and commissions regulations and identify any necessary changes.



## CITY MANAGEMENT

The City Management function of the City Government provides critical elements in overseeing the City's Strategic Plan in the core areas of City Services, Community Involvement, Economic Health, and Environment.

### BUDGET FUNCTION

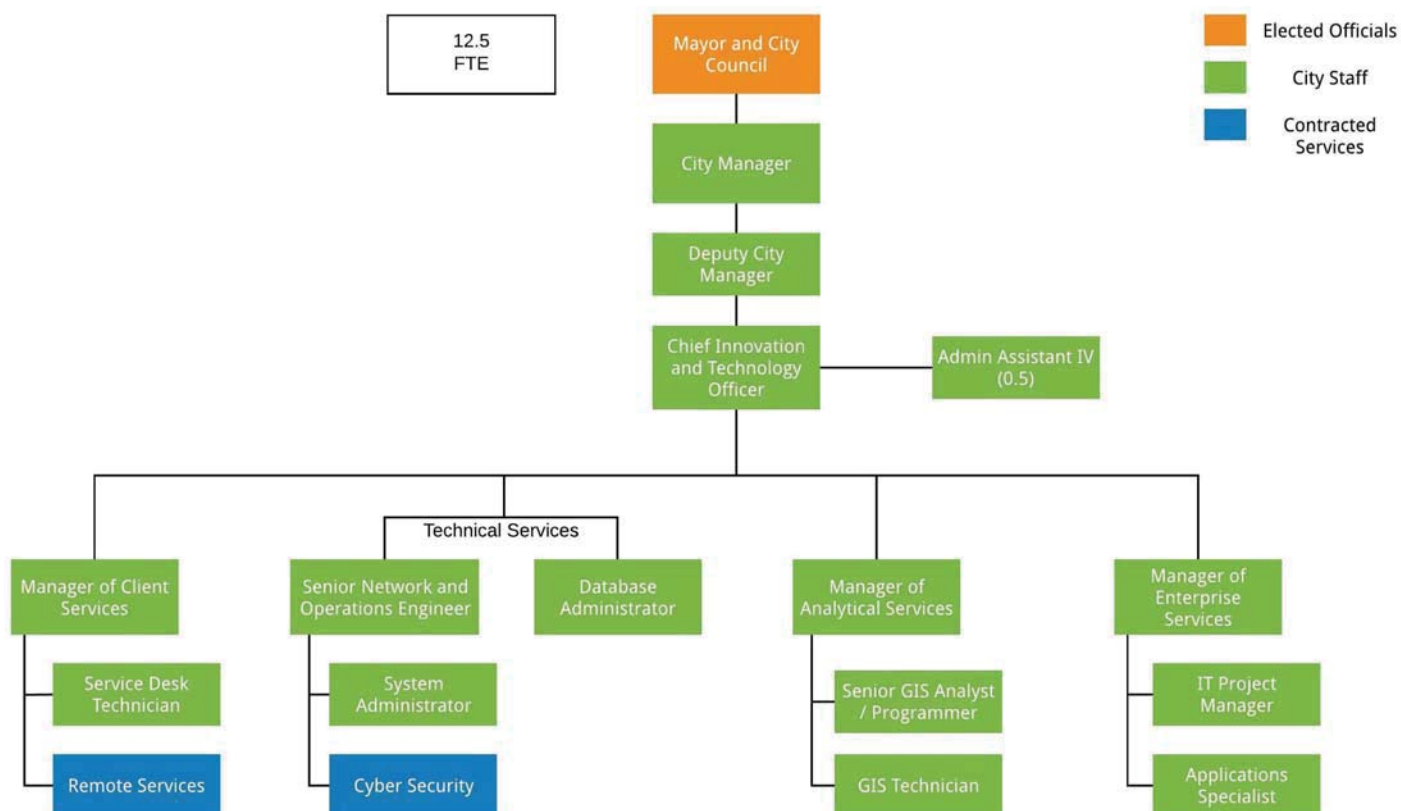
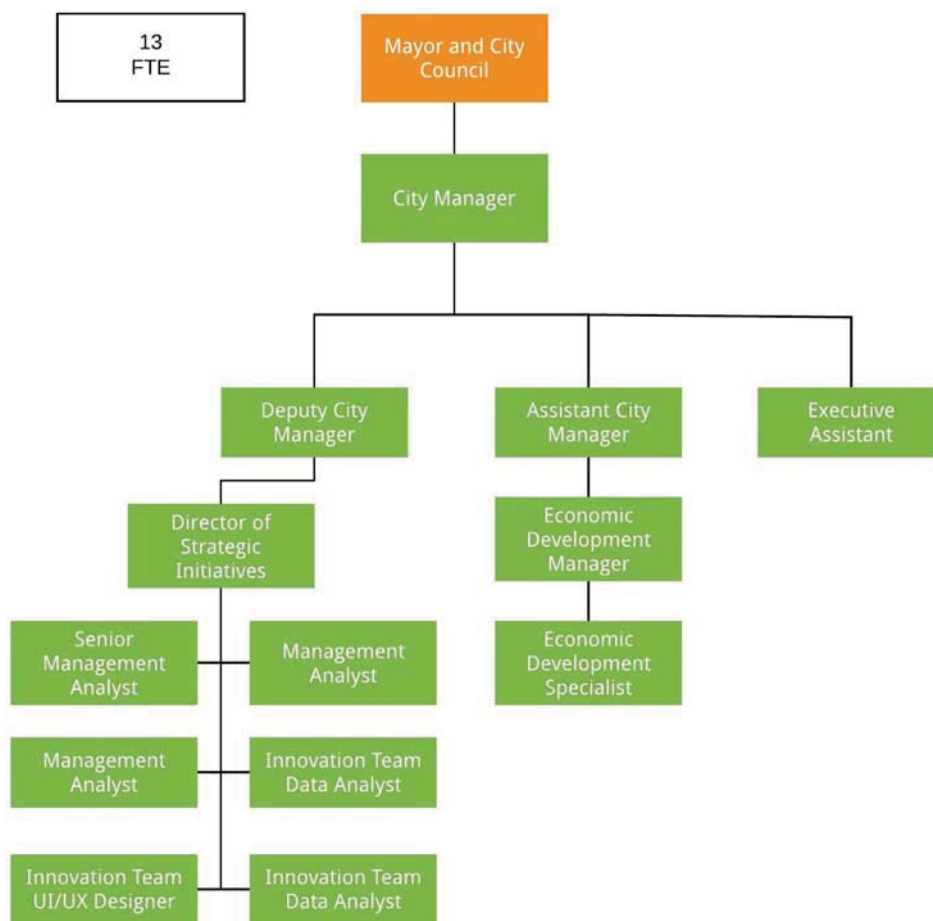


This graph illustrates the percentage of the City Management function's expenditures to the operating budget of the General Fund in 2019.

The City Management function of the City Government is comprised of the following departments/divisions:

- City Manager's Office
- Economic Development
- Office of Strategic Initiatives
- Office of Technology and Innovation

## ORGANIZATIONAL CHART



## 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.

### BUDGET DETAIL

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 Adopted/2019 Budget \$ %
<b>Personnel Services:</b>					
Salaries & Wages	\$ 941,758	\$ 1,266,544	\$ 1,344,441	\$ 1,263,570	\$ (2,974) 0%
Benefits	257,316	372,814	382,941	380,650	7,836 2%
Recruitment Advertising	29,477	-	-	-	- N/A
<b>Subtotal Personnel Services</b>	<b>\$ 1,228,551</b>	<b>\$ 1,639,358</b>	<b>\$ 1,727,382</b>	<b>\$ 1,644,220</b>	<b>\$ 4,862 0%</b>

### OFFICE OF STRATEGIC INITIATIVES

<b>Contracted Services:</b>					
Project Specific	\$ -	\$ 250,000	\$ 350,000	\$ 351,500	\$ 101,500 41%
<b>Subtotal Contracted Services</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ 350,000</b>	<b>\$ 351,500</b>	<b>\$ 101,500 41%</b>

<b>Other Services &amp; Supplies:</b>					
Professional Services	\$ -	\$ 30,000	\$ 30,000	\$ 50,000	\$ 20,000 67%
Centennial i-Team	-	174,025	174,025	-	(174,025) -100%
Miscellaneous Expense - Other	17,067	5,000	5,000	5,000	- 0%
<b>Subtotal Other Services &amp; Supplies</b>	<b>\$ 17,067</b>	<b>\$ 209,025</b>	<b>\$ 209,025</b>	<b>\$ 55,000</b>	<b>\$ (154,025) -74%</b>

### ECONOMIC DEVELOPMENT

<b>Contracted Services:</b>					
Project Specific	\$ 90,984	\$ 95,000	\$ 207,045	\$ 270,000	\$ 175,000 184%
<b>Subtotal Contracted Services</b>	<b>\$ 90,984</b>	<b>\$ 95,000</b>	<b>\$ 207,045</b>	<b>\$ 270,000</b>	<b>\$ 175,000 184%</b>

<b>Other Services &amp; Supplies:</b>					
Professional Services	\$ 5,000	\$ 5,000	\$ 5,000	\$ 142,500	\$ 137,500 2750%
Printing & Publishing	994	5,000	5,000	-	(5,000) -100%
Subscriptions	8,375	1,000	1,000	-	(1,000) -100%
Meetings/Training/Travel	7,395	-	-	-	- N/A
Business Development	5,671	25,700	25,700	20,000	(5,700) -22%
Dues & Memberships	34,747	40,000	40,000	-	(40,000) -100%
<b>Subtotal Other Services &amp; Supplies</b>	<b>\$ 62,181</b>	<b>\$ 76,700</b>	<b>\$ 76,700</b>	<b>\$ 162,500</b>	<b>\$ 85,800 112%</b>

<b>TOTAL CITY MANAGER'S OFFICE</b>	<b>\$ 1,398,783</b>	<b>\$ 2,270,083</b>	<b>\$ 2,570,152</b>	<b>\$ 2,483,220</b>	<b>\$ 213,137 9%</b>
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### 2018 ACCOMPLISHMENTS

- Tracked and monitored legislation and rulemaking that may affect the City.
- Implemented the new agreement with the Arapahoe County Sheriff's Office for law enforcement services.
- Worked with Community Development and Facilities to manage the Parker-Jordan Centennial Open Space and Centennial Center Park.

### 2019 WORKPLAN

1. Monitor the proposed revisions to the FAA Metroplex plan.
2. With Council and the City Attorney's Office, consider revisions to the City's Ethics Code.
3. Continue to track and monitor legislative issues and potential rulemaking in accordance with Council's policies.
4. Continue to implement Council's policy direction.

## **OFFICE OF STRATEGIC INITIATIVES**

### **2018 ACCOMPLISHMENTS**

- Implemented a pilot program for encouraging planting of residential trees.
- Assessed options for “Aging in Community” including senior issues and housing.
- Completed construction of 50+ miles of neutral dark fiber backbone across the City (Centennial FiberWorks).
- Worked on multiple “Smart Cities” initiatives, supporting the overall goals of the City.
- Completed the Xcel Partners in Energy Program in partnership with community members and organizations.
- Continued performance management for the organization and began realigning measurements with strategic initiatives.
- Completed two electrical undergrounding projects – Orchard Road and Cherrywood Square. Reviewed drafted changes to Council policy.

### **2019 WORKPLAN**

1. Consider and implement next steps for Centennial FiberWorks with the Centennial Fiber Commission.
2. Support planning efforts at the Jones District and Arapahoe and I-25 interchange.
3. Consider opportunities related to City ownership and management of streetlights.
4. Implement the City's residential tree program.
5. Continue development of the Demonstration Home project to support Aging in Community.
6. Redevelop City's Key Performance Management program and integrate with the Budget and Strategic Planning processes.

## **ECONOMIC DEVELOPMENT**

### **2018 ACCOMPLISHMENTS**

- With Community Development, conducted a visioning study for Dove Valley.
- Supported the development of Centennial Next, the Trails, Recreation and Parks Plan, Centennial Airport-related, and commercial lodging land use regulations.
- Explored opportunities for improving the economic strengths of the City, including strategies for retail redevelopment and enhancement.
- Implemented efforts to retain and expand small businesses within the City.
- Continued Economic Development efforts to attract and develop businesses both in Centennial and regionally.
- Completed the City's first Placemaking Pilot Project to activate shopping centers.
- Established the Denver South Business Resource Partnership to build collaboration and improve business services among regional service organizations.

### **2019 WORKPLAN**

1. Pursue development related to opportunity sites in the Centennial Next plan including the Jones District, Streets at Southglenn, Village at Centennial and other retail centers.
2. With Community Development, develop a regulating plan for the southwest corner of Arapahoe and I-25.
3. Continue study and assessment of redevelopment opportunities within the City's retail corridors and regional and neighborhood centers.
4. Continue implementation of the Dove Valley Visioning Study.

## OFFICE OF TECHNOLOGY & INNOVATION

The Office of Technology and Innovation (OTI) is comprised of Information Technology and GIS and Data Analytics. OTI supports the current and future technology, mapping and 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 across 5 functional pillars; Client Services, Technical Services, Analytical Services, Enterprise Services and Web Services, responsibilities include:

- Managing all duties assigned to the IT Help Desk 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.

### BUDGET DETAIL INFORMATION TECHNOLOGY

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 Adopted/2019 \$ %	
<b>Personnel Services:</b>						
Salaries & Wages	\$ 885,172	\$ 660,253	\$ 788,196	\$ 1,010,200	\$ 349,947	53%
Benefits	253,628	238,683	277,316	383,410	144,727	61%
<b>Subtotal Personnel Services</b>	<b>\$ 1,138,800</b>	<b>\$ 898,936</b>	<b>\$ 1,065,512</b>	<b>\$ 1,393,610</b>	<b>\$ 494,674</b>	<b>55%</b>
<b>Contracted Services:</b>						
IT Services	\$ 530,332	\$ 914,000	\$ 796,000	\$ 496,950	\$ (417,050)	-46%
Financial System Costs	65,629	73,500	73,500	-	(73,500)	-100%
Software Licensing & Maintenance	101,070	225,000	225,000	356,440	131,440	58%
Project Specific	32,710	-	-	-	-	N/A
<b>Subtotal Contracted Services</b>	<b>\$ 729,741</b>	<b>\$ 1,212,500</b>	<b>\$ 1,094,500</b>	<b>\$ 853,390</b>	<b>\$ (359,110)</b>	<b>-30%</b>
<b>Other Services &amp; Supplies:</b>						
Internet Access	\$ 37,100	\$ 38,400	\$ 38,400	\$ 25,000	\$ (13,400)	-35%
Equipment - Purchased	83,648	108,000	108,000	245,400	137,400	127%
Software - Other	2,734	10,000	10,000	43,500	33,500	335%
Computer Supplies	3,865	16,000	16,000	16,000	-	0%
Telephone Data - Local, T1, Circuits, Fax	16,966	18,000	18,000	18,000	-	0%
Alarm Lines	874	1,800	1,800	1,800	-	0%
Cell Phones	26,644	24,000	24,000	38,400	14,400	60%
Equipment - Rental, Repair, Maintenance	25,036	35,000	35,000	38,000	3,000	9%
Miscellaneous	3,038	-	-	-	-	N/A
<b>Subtotal Other Services &amp; Supplies</b>	<b>\$ 199,905</b>	<b>\$ 251,200</b>	<b>\$ 251,200</b>	<b>\$ 426,100</b>	<b>\$ 174,900</b>	<b>70%</b>
<b>TOTAL INFORMATION TECHNOLOGY</b>	<b>\$ 2,068,446</b>	<b>\$ 2,362,636</b>	<b>\$ 2,411,212</b>	<b>\$ 2,673,100</b>	<b>\$ 310,464</b>	<b>13%</b>
<b>GIS &amp; DATA ANALYTICS</b>						
<b>Contracted Services:</b>						
GIS Services	\$ 36,172	\$ 60,000	\$ 106,555	\$ 60,000	\$ -	0%
<b>Subtotal Contracted Services</b>	<b>\$ 36,172</b>	<b>\$ 60,000</b>	<b>\$ 106,555</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>0%</b>
<b>TOTAL GIS &amp; DATA ANALYTICS</b>	<b>\$ 36,172</b>	<b>\$ 60,000</b>	<b>\$ 106,555</b>	<b>\$ 60,000</b>	<b>\$ 310,464</b>	<b>13%</b>
<b>TOTAL OFFICE OF TECHNOLOGY AND INNOVATION</b>	<b>\$ 2,317,348</b>	<b>\$ 2,422,636</b>	<b>\$ 2,517,767</b>	<b>\$ 2,733,100</b>	<b>\$ 310,464</b>	<b>13%</b>

## OFFICE OF TECHNOLOGY & INNOVATION

### 2018 ACCOMPLISHMENTS

- With Finance, contracted for software purchase and began implementation of the Finance Enterprise Resource Planning software.
- Worked with Public Works to continue the implementation of the Intelligent Transportation System.
- Completed implementation of the Community Development software project, which provides the City's land management, permitting, and code compliance system.
- Continued to build and deploy new and innovative GIS and analytical capabilities.
- Expanded provision of e-government and e-services products.
- Worked on multiple "Smart Cities" initiatives, supporting the overall goals of the City.
- With the City Clerk's Office, implemented OnBase, providing effective management of public meetings and records.

### 2019 WORKPLAN

1. Continue support for the Community Development software buildout.
2. With the City Clerk's Office, continue to support the OnBase content conversion process.
3. With Finance, continue implementation of the Finance Enterprise Resource Planning project.
4. Continue to support the information technology needs of the organization.
5. Work with Public Works to continue implementation and support of the Intelligent Transportation System.
6. Together with other departments, support the redesign of the City's website.
7. Assess and consider improvements to the audio/visual systems in Council Chambers.

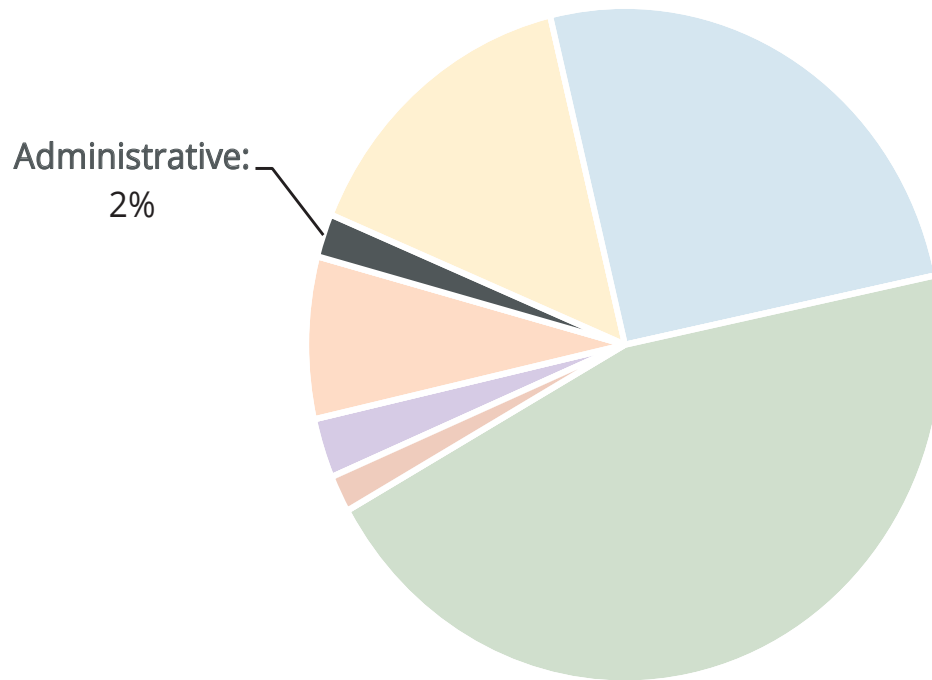
PLEASE NOTE: The OTI Budget includes Office of Innovation budget for "2017 Actual". The amount in 2017, not listed in the budget [left], was \$212,730.



## ADMINISTRATIVE

The Administrative function of the City Government provides personnel support services for City Staff and Contactors, as well as producing marketing and publication materials to Citizens while supporting the City's Strategic Plan in the areas of City Service and Community Involvement.

### BUDGET FUNCTION



This graph illustrates the percentage of the Administrative function's expenditures to the operating budget of the General Fund in 2019.

The Administrative function of the City Government is comprised of the following departments/divisions:

- Human Resources
- Communications

ORGANIZATIONAL CHART



## 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.

### BUDGET DETAIL

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 Adopted/2019 Budget	
					\$	%
<b>Personnel Services:</b>						
Salaries & Wages	\$ 206,870	\$ 194,750	\$ 202,372	\$ 202,370	\$ 7,620	4%
Internship Wages	-	107,121	107,121	-	(107,121)	-100%
Benefits	54,311	58,614	59,605	70,630	12,016	21%
<b>Subtotal Personnel Services</b>	<b>\$ 261,181</b>	<b>\$ 360,485</b>	<b>\$ 369,098</b>	<b>\$ 273,000</b>	<b>\$ (87,485)</b>	<b>-24%</b>
<b>Contracted Services:</b>						
Project Specific	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0%
<b>Subtotal Contracted Services</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>0%</b>
<b>Other Services &amp; Supplies:</b>						
Personnel Recruitment Services	\$ 3,942	\$ 8,000	\$ 8,000	\$ 8,000	\$ -	0%
Personnel Raise Pool	-	277,000	9,946	-	(277,000)	-100%
Tuition Reimbursement	6,715	21,000	21,000	-	(21,000)	-100%
Miscellaneous	7,684	1,000	1,000	-	(1,000)	-100%
<b>Subtotal Other Services &amp; Supplies</b>	<b>\$ 18,341</b>	<b>\$ 307,000</b>	<b>\$ 39,946</b>	<b>\$ 8,000</b>	<b>\$ (299,000)</b>	<b>-97%</b>
<b>TOTAL HUMAN RESOURCES</b>	<b>\$ 279,523</b>	<b>\$ 677,485</b>	<b>\$ 419,044</b>	<b>\$ 291,000</b>	<b>\$ (386,485)</b>	<b>-57%</b>

### 2018 ACCOMPLISHMENTS

- Conducted review of staffing compensation structure.
- Continued implementing employee engagement activities, resulting in the City being named a "Top Place to Work," by the Denver Post and the Gallup Organization.

### 2019 WORKPLAN

1. Continue to support all City departments through the ongoing recruitment process.
2. Implement results of the compensation and benefits study.
3. Review and consider changes to the City's performance evaluation process.
4. Consider opportunities for changes to the City's payroll and onboarding, including process review and automation.

## 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.

### BUDGET DETAIL

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 Adopted/2019 Budget	
					\$	%
<b>Personnel Services:</b>						
Salaries & Wages	\$ 497,136	\$ 518,200	\$ 540,690	\$ 541,190	\$ 22,990	4%
Benefits	148,678	172,301	175,225	156,170	(16,131)	-9%
<b>Subtotal Personnel Services</b>	<b>\$ 645,814</b>	<b>\$ 690,501</b>	<b>\$ 715,915</b>	<b>\$ 697,360</b>	<b>\$ 6,859</b>	<b>1%</b>
<b>Other Services &amp; Supplies:</b>						
Community Activities	\$ 222,620	\$ 175,000	\$ 215,000	\$ 215,000	\$ 40,000	23%
Printing & Marketing Materials	109,176	100,000	100,000	105,000	5,000	5%
Miscellaneous Expense - Other	18,652	16,000	16,000	16,000	-	0%
Professional Services	42,435	75,000	75,000	35,000	(40,000)	-53%
Centennial 101	4,331	8,000	8,000	6,500	(1,500)	-19%
Youth Commission	6,672	6,000	6,000	7,500	1,500	25%
Senior Commission	5,010	23,000	23,000	23,000	-	0%
Non Cap Equipment	637	-	-	-	-	N/A
<b>Subtotal Other Services &amp; Supplies</b>	<b>\$ 409,534</b>	<b>\$ 403,000</b>	<b>\$ 443,000</b>	<b>\$ 408,000</b>	<b>\$ 5,000</b>	<b>1%</b>
<b>TOTAL COMMUNICATIONS</b>	<b>\$ 1,055,348</b>	<b>\$ 1,093,501</b>	<b>\$ 1,158,915</b>	<b>\$ 1,105,360</b>	<b>\$ 11,859</b>	<b>1%</b>

### 2018 ACCOMPLISHMENTS

- Began process of redesigning the City's website.
- Provided media relations and marketing for a variety of major City projects, including FiberWorks, Centennial Next, Smart Cities initiatives, and others.
- Managed and expanded social media and City communications efforts to more effectively communicate with residents and businesses.
- Conducted Centennial 101, the City's citizen academy.
- Supported the Centennial Next development process.

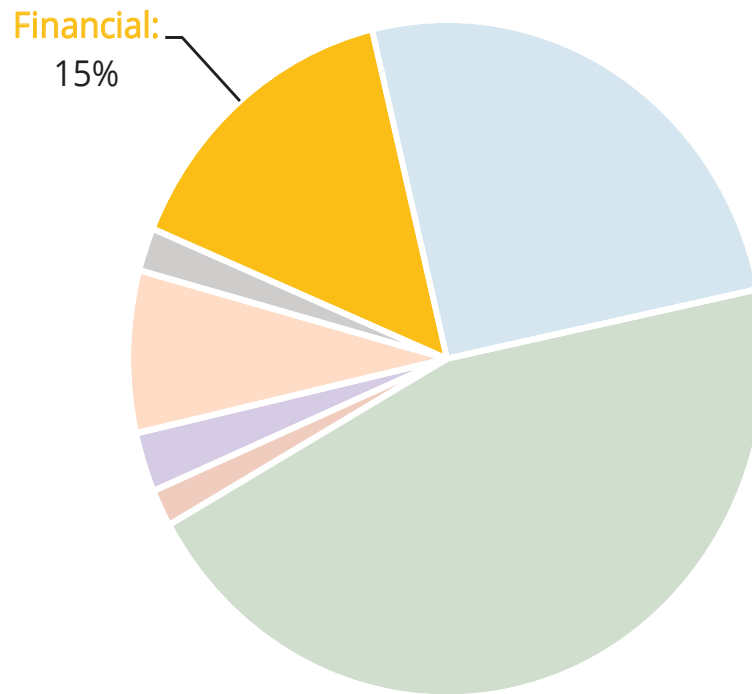
### 2019 WORKPLAN

1. Manage the redesign of the City's website, with support from other City departments.
2. Develop and implement a framework for community engagement.
3. Continue supporting the Youth Commission, including supporting mental health initiatives.
4. Continue supporting the Senior Commission and Active Seniors Program.
5. Continue to provide marketing, media relations, and community outreach on major projects supporting all departments.
6. Implement City events, including in Centennial Center Park and the State of the City.

## FINANCIAL

The Financial function of the City Government is responsible for the fiscal preparedness, transparency and accountability of the City. This function provides support during the City's annual budget process and updates all financial information provided to the City Manager and City Council in order to best fulfill City Council's vision and initiatives on a yearly basis.

### BUDGET FUNCTION

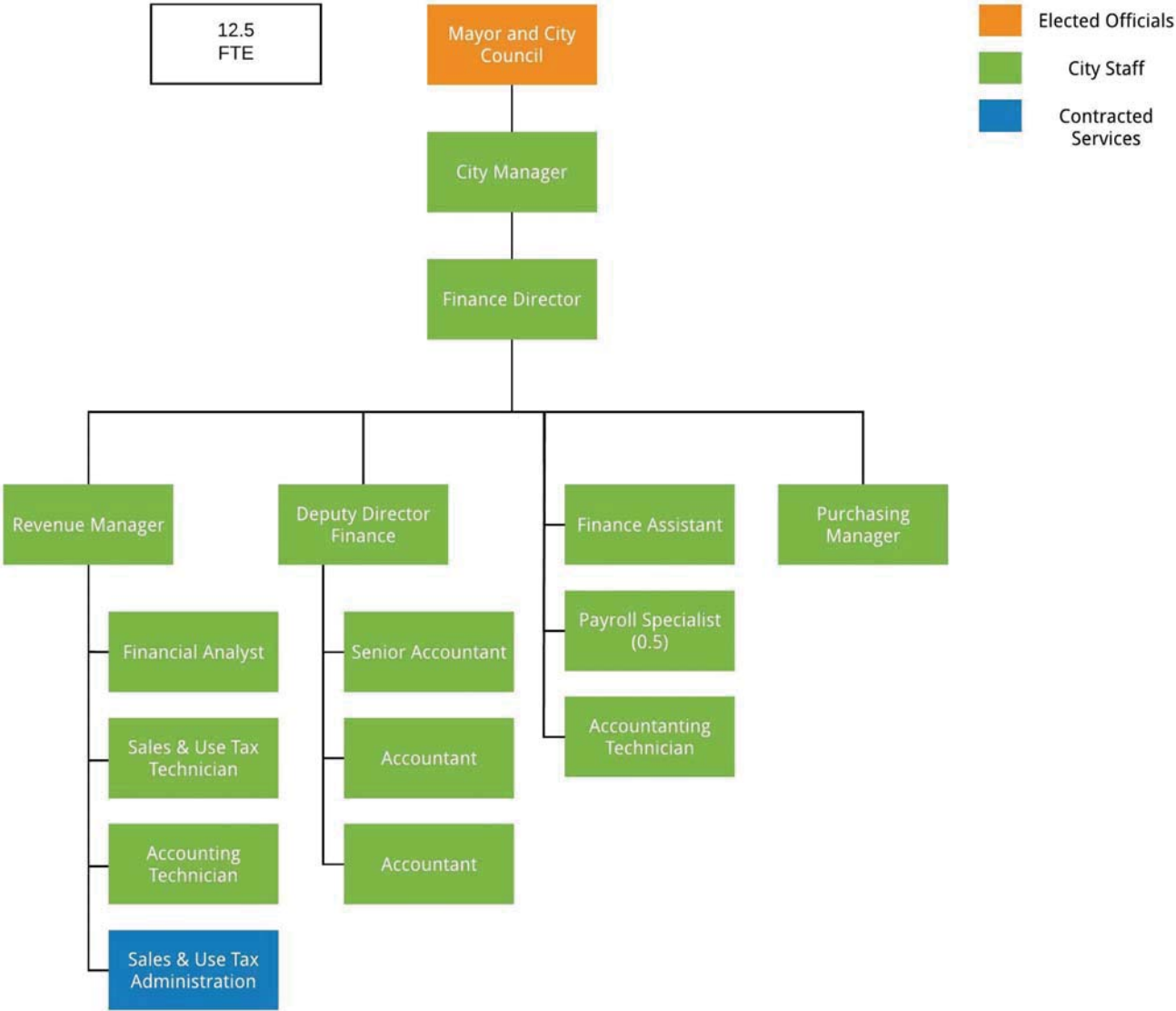


This graph illustrates the percentage of the Financial function's expenditures to the operating budget of the General Fund in 2019.

The Financial function of the City Government is comprised of the following departments/divisions:

- Finance
- Risk Management
- Non Departmental
- Central Services

ORGANIZATIONAL CHART





## 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.

## BUDGET DETAIL

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 Adopted/2019 Budget	
					\$	%
<b>Personnel Services:</b>						
Salaries & Wages	\$ 860,449	\$ 883,339	\$ 925,784	\$ 912,450	\$ 29,111	3%
Benefits	285,832	314,212	319,730	357,180	42,968	14%
<b>Subtotal Personnel Services</b>	<b>\$ 1,146,281</b>	<b>\$ 1,197,551</b>	<b>\$ 1,245,514</b>	<b>\$ 1,269,630</b>	<b>\$ 72,079</b>	<b>6%</b>
<b>Contracted Services:</b>						
Auditing Services - Sales Tax Program	\$ 169,746	\$ 260,000	\$ 260,000	\$ 260,000	\$ -	0%
Auditing Services	35,600	42,500	42,500	43,800	1,300	3%
Sales Tax Collection/Processing Services	444,201	464,900	464,900	488,000	23,100	5%
Investment Advisory Services	24,237	26,500	26,500	32,400	5,900	22%
Payroll Processing	20,204	27,000	27,000	30,000	3,000	11%
Project Specific	2,097	179,500	187,820	103,000	(76,500)	-43%
<b>Subtotal Contracted Services</b>	<b>\$ 696,085</b>	<b>\$ 1,000,400</b>	<b>\$ 1,008,720</b>	<b>\$ 957,200</b>	<b>\$ (43,200)</b>	<b>-4%</b>
<b>Other Services &amp; Supplies:</b>						
Professional Services	\$ 17,593	\$ 7,000	\$ 7,000	\$ 20,000	\$ 13,000	186%
Bank/Merchant Processing	30,227	40,000	40,000	60,000	20,000	50%
Miscellaneous Expense - Other	1,491	2,800	2,800	-	(2,800)	-100%
<b>Subtotal Other Services &amp; Supplies</b>	<b>\$ 49,310</b>	<b>\$ 49,800</b>	<b>\$ 49,800</b>	<b>\$ 80,000</b>	<b>\$ 30,200</b>	<b>61%</b>
<b>TOTAL FINANCE</b>	<b>\$ 1,891,676</b>	<b>\$ 2,247,751</b>	<b>\$ 2,304,034</b>	<b>\$ 2,306,830</b>	<b>\$ 59,079</b>	<b>3%</b>

## RISK MANAGEMENT

<b>Other Services &amp; Supplies:</b>						
Property & Casualty	\$ 347,186	\$ 360,801	\$ 360,801	\$ 368,000	\$ 7,199	2%
Workers Compensation	9,982	8,961	8,961	12,000	3,039	34%
Miscellaneous Expense - Other	30,084	42,150	42,150	-	(42,150)	-100%
Non-capital equipment	-	-	-	3,000	3,000	N/A
<b>Subtotal Other Services &amp; Supplies</b>	<b>\$ 387,252</b>	<b>\$ 411,912</b>	<b>\$ 411,912</b>	<b>\$ 383,000</b>	<b>\$ (28,912)</b>	<b>-7%</b>
<b>TOTAL RISK MANAGEMENT</b>	<b>\$ 387,252</b>	<b>\$ 411,912</b>	<b>\$ 411,912</b>	<b>\$ 383,000</b>	<b>\$ (28,912)</b>	<b>-7%</b>
<b>TOTAL FINANCE AND RISK MANAGEMENT</b>	<b>\$ 2,278,928</b>	<b>\$ 2,659,663</b>	<b>\$ 2,715,946</b>	<b>\$ 2,689,830</b>	<b>\$ 30,167</b>	<b>1%</b>

## 2018 ACCOMPLISHMENTS

- Considered revisions to several practices and policies with the Centennial Budget Committee, including the use of Open Space / Conservation Trust Funds, Capital Improvement Program, establishing the FiberWorks Fund, and Sales Tax Filing Incentives.
- Implemented improved revenue forecasting, budget development, and cash management practices.
- Evaluated opportunities for improved long-term fiscal planning and reporting.
- With the Office of Technology and Innovation, contracted for software purchase and began implementation of the Finance Enterprise Resource Planning software.

## 2019 WORKPLAN

1. With the Office of Technology and Innovation, continue implementation of the Finance Enterprise Resource Planning project.
2. Consider next steps for the sales and use tax administration contract.
3. Consider opportunities related to an electronic Request for Proposals process.
4. Review and consider updates to City Finance policies.
5. Plan for potential implications of changes to City revenues.

## NON DEPARTMENTAL

The Non Departmental 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 Non Departmental 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.

### BUDGET DETAIL

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 Adopted/2019 Budget	
					\$	%
<b>Contracted Services:</b>						
Contingency - Other	\$ 221	\$ 200,000	\$ 200,000	\$ 200,000	\$ -	0%
Legal Services - Deferred Payments	-	100,000	100,000	100,000	-	0%
Legal Services - Special Projects	192,673	-	-	-	-	N/A
Professional Services	-	50,000	50,000	50,000	-	0%
<b>Subtotal Contracted Services</b>	<b>\$ 192,894</b>	<b>\$ 350,000</b>	<b>\$ 350,000</b>	<b>\$ 350,000</b>	<b>\$ -</b>	<b>0%</b>
<b>Other Services &amp; Supplies:</b>						
Arapahoe County Vendor Fees	\$ 268,791	\$ 260,000	\$ 260,000	\$ 270,000	\$ 10,000	4%
Arapahoe County Treasurer Fees	95,973	97,500	97,500	100,000	2,500	3%
Personnel Raise Pool	-	-	-	354,490	354,490	N/A
Internships	-	-	-	80,000	80,000	N/A
Tuition Reimbursement	-	-	-	15,000	15,000	N/A
Incentive Agreements	4,724,617	5,534,000	5,534,000	5,439,800	(94,200)	-2%
Leasing Services - Additional Space	-	2,800	2,800	-	(2,800)	-100%
Leasing Services - Land Use Services Sublease	(9,720)	(9,720)	(9,720)	-	9,720	-100%
Miscellaneous	31,392	75,000	75,000	-	(75,000)	-100%
<b>Subtotal Other Services &amp; Supplies</b>	<b>\$ 5,111,053</b>	<b>\$ 5,959,580</b>	<b>\$ 5,959,580</b>	<b>\$ 6,259,290</b>	<b>\$ 299,710</b>	<b>5%</b>
<b>TOTAL NON DEPARTMENTAL</b>	<b>\$ 5,303,947</b>	<b>\$ 6,309,580</b>	<b>\$ 6,309,580</b>	<b>\$ 6,609,290</b>	<b>\$ 299,710</b>	<b>5%</b>

## 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.

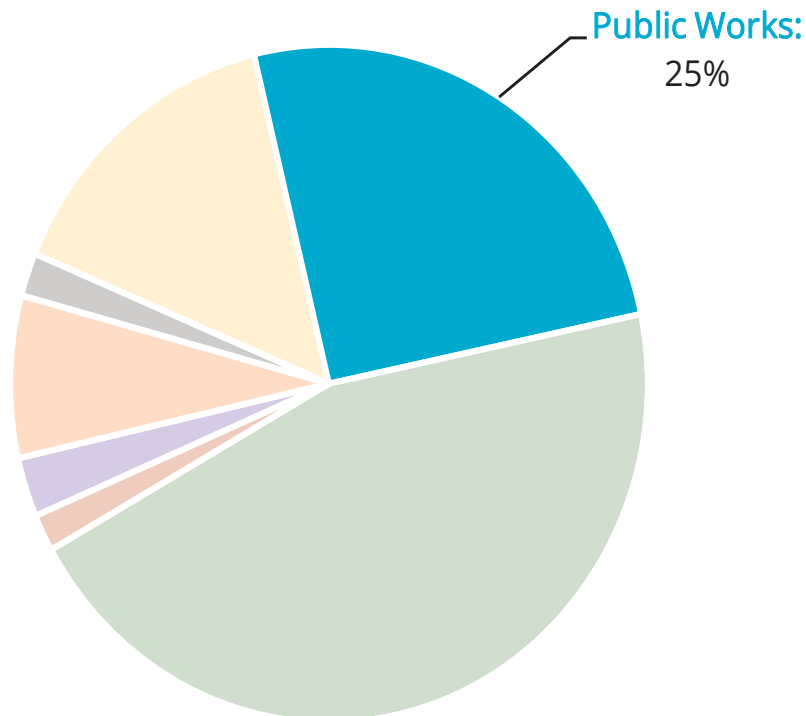
### BUDGET DETAIL

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 Adopted/2019 Budget	
					\$	%
<i>Other Services &amp; Supplies:</i>						
Office Supplies	\$ 42,658	\$ 50,500	\$ 50,500	\$ 50,000	\$ (500)	-1%
Postage & Courier Services	28,029	35,840	35,840	33,250	(2,590)	-7%
Printing & Publishing	6,126	34,300	34,300	27,000	(7,300)	-21%
Publications and Subscriptions	5,422	6,500	6,500	16,500	10,000	154%
Dues and Memberships	21,115	37,673	37,673	229,050	191,377	508%
Training and Travel	128,763	175,815	175,815	293,500	117,685	67%
Contracted Services - Security	103,626	118,450	118,450	122,000	3,550	3%
Non-Capital Equipment/Furniture	268	-	-	2,500	2,500	N/A
Miscellaneous	24,111	25,000	25,000	-	(25,000)	-100%
<b>Subtotal Other Services &amp; Supplies</b>	<b>\$ 360,120</b>	<b>\$ 484,078</b>	<b>\$ 484,078</b>	<b>\$ 773,800</b>	<b>\$ 289,722</b>	<b>60%</b>
<b>TOTAL CENTRAL SERVICES</b>	<b>\$ 360,120</b>	<b>\$ 484,078</b>	<b>\$ 484,078</b>	<b>\$ 773,800</b>	<b>\$ 289,722</b>	<b>60%</b>

## 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 City's strategic goals by maintaining the City's capital infrastructure, providing connectivity for the community and creating sustainable projects.

### BUDGET FUNCTION

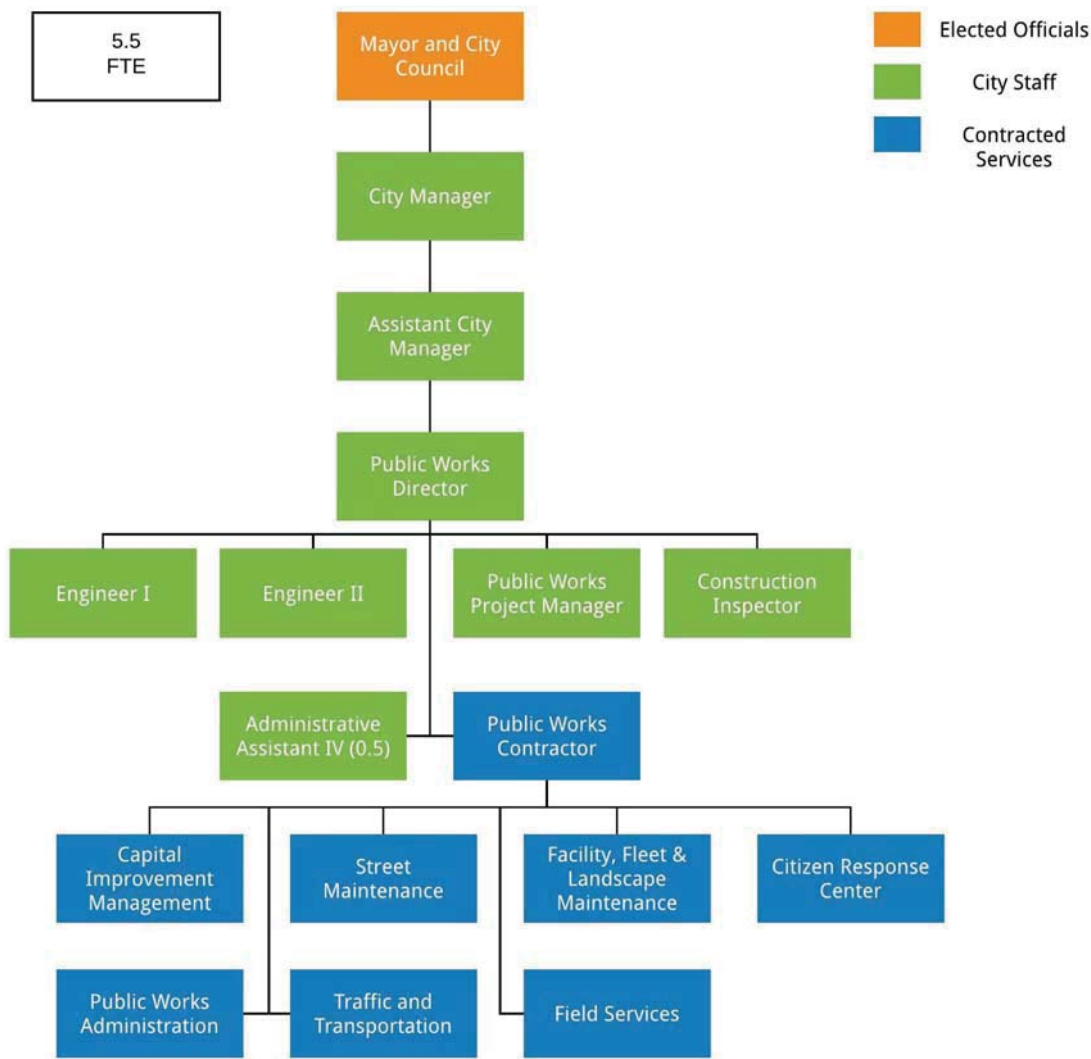


This graph illustrates the percentage of the Public Works function's expenditures to the operating budget of the General Fund in 2019.

The Public Works function of the City Government is comprised of the following departments/divisions:

- Public Works
- Facilities & Fleet

ORGANIZATIONAL CHART





## PUBLIC WORKS

### BUDGET DETAIL

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 Adopted/2019 Budget	
					\$	%
<b>Personnel Services:</b>						
Salaries & Wages	\$ 266,627	\$ 304,800	\$ 322,885	\$ 472,950	\$ 168,150	55%
Benefits	78,307	109,340	111,691	172,050	62,710	57%
<b>Subtotal Personnel Services</b>	<b>\$ 344,934</b>	<b>\$ 414,140</b>	<b>\$ 434,576</b>	<b>\$ 645,000</b>	<b>\$ 230,860</b>	<b>56%</b>
<b>Contracted Services - Program Management:</b>						
Public Works Service Provider	\$ 11,227,653	\$ 11,489,182	\$ 11,589,182	\$ 12,553,400	\$ 1,064,218	9%
Median Maintenance Program	-	30,000	30,000	30,000	-	0%
Animal Disposal	3,822	5,000	5,000	5,000	-	0%
Mosquito Control	38,515	40,000	40,000	40,000	-	0%
Other Professional Services	54,718	150,000	150,000	150,000	-	0%
<b>Subtotal Program Management</b>	<b>\$ 11,324,708</b>	<b>\$ 11,714,182</b>	<b>\$ 11,814,182</b>	<b>\$ 12,778,400</b>	<b>\$ 1,064,218</b>	<b>9%</b>
<b>Contracted Services - Maintenance &amp; Operations:</b>						
Materials - Snow Removal	\$ 367,408	\$ 702,047	\$ 702,047	\$ 700,000	\$ (2,047)	0%
Materials - Asphalt	63,878	115,000	115,000	115,000	-	0%
Materials - Fuel	74,943	219,480	219,480	225,000	5,520	3%
Roadside Improvements	160,030	165,000	165,000	325,000	160,000	97%
<b>Subtotal Maintenance &amp; Operations</b>	<b>\$ 666,259</b>	<b>\$ 1,201,527</b>	<b>\$ 1,201,527</b>	<b>\$ 1,365,000</b>	<b>\$ 163,473</b>	<b>14%</b>
<b>Contracted Services - Engineering:</b>						
Roadway Data Collection	\$ 950	\$ 165,000	\$ 165,000	\$ -	\$ (165,000)	-100%
On-Call Services	-	5,000	5,000	5,000	-	0%
Signal Additions/Repair	227,170	230,000	230,000	50,000	(180,000)	-78%
Traffic Infrastructure Maintenance	314,538	150,000	330,000	300,000	150,000	100%
<b>Subtotal Engineering</b>	<b>\$ 542,658</b>	<b>\$ 550,000</b>	<b>\$ 730,000</b>	<b>\$ 355,000</b>	<b>\$ (195,000)</b>	<b>-35%</b>
<b>Subtotal Contracted Services - All Services</b>	<b>\$ 12,533,624</b>	<b>\$ 13,465,709</b>	<b>\$ 13,745,709</b>	<b>\$ 14,498,400</b>	<b>\$ 1,032,691</b>	<b>8%</b>
<b>Other Services &amp; Supplies:</b>						
Street Lights - Utilities	\$ 850,209	\$ 925,000	\$ 925,000	\$ 925,000	\$ -	0%
Street Lights - Maintenance	68,355	98,000	98,000	100,000	2,000	2%
Utilities - Other Maintenance	578	5,843	5,843	1,000	(4,843)	-83%
Traffic Signals - Utilities	29,760	30,000	30,000	30,000	-	0%
Utilities - Other	1,969	-	-	-	-	N/A
TMA Landscaping Services	28,904	36,121	36,121	52,000	15,879	44%
Public Works Contingency Costs	103,466	50,000	50,000	50,000	-	0%
<b>Subtotal Other Services &amp; Supplies</b>	<b>\$ 1,083,240</b>	<b>\$ 1,144,964</b>	<b>\$ 1,144,964</b>	<b>\$ 1,158,000</b>	<b>\$ 13,036</b>	<b>1%</b>
<b>Capital Outlay:</b>						
Miscellaneous Infrastructure	\$ 31,295	\$ 150,000	\$ 150,000	\$ -	\$ (150,000)	-100%
<b>Subtotal Capital Outlay</b>	<b>\$ 31,295</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ (150,000)</b>	<b>-100%</b>
<b>TOTAL PUBLIC WORKS</b>	<b>\$ 13,993,092</b>	<b>\$ 15,174,813</b>	<b>\$ 15,475,249</b>	<b>\$ 16,301,400</b>	<b>\$ 1,126,587</b>	<b>7%</b>

## 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.

## 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.

## 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.

### 2018 ACCOMPLISHMENTS

- Worked with the Office of Technology and Innovation to continue the implementation of the Intelligent Transportation System.
- Developed next steps for a roadside improvement and maintenance program.
- Explored and implemented regional partnerships to improve mobility within the South Denver Metro Region, including a pilot project along the Yosemite Corridor.
- Continued implementation of the Neighborhood Traffic Management Program.
- Provided snow plowing services as needed throughout the City.
- Completed annual street rehabilitation program in addition to ongoing maintenance.
- Accelerated traffic signal installation.
- Accelerated installation of sidewalk missing links.

### 2019 WORKPLAN

1. Carry out the City's adopted Capital Improvement Program.
2. Work with the Office of Technology and Innovation to implement and support the Intelligent Transportation System.
3. Perform a corridor planning study on Colorado Boulevard.

## 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.

### BUDGET DETAIL

#### FACILITIES

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 Adopted/2019 Budget \$	%
<i>Other Services &amp; Supplies:</i>						
Professional Services - Other	\$ 366,230	\$ 500,964	\$ 500,964	\$ 400,000	\$ (100,964)	-20%
Utilities - Facilities	122,402	125,000	125,000	130,000	5,000	4%
Utilities - Centennial Center Park	11,403	12,000	12,000	14,000	2,000	17%
Building - Improvements	4,596	22,000	22,000	22,000	-	0%
Security & Fire Alarm Systems	19,043	23,000	23,000	23,000	-	0%
Equipment - Purchased	793	12,500	12,500	5,000	(7,500)	-60%
Office Furniture & Fixtures	4,611	25,000	25,000	15,000	(10,000)	-40%
Sewer & Water	32,755	51,200	51,200	51,200	-	0%
Trash and Recycle - Facilities	3,726	6,600	6,600	32,100	25,500	386%
Trash and Recycle - Centennial Center Park	3,636	7,000	7,000	7,000	-	0%
Repair & Maintenance Building	74,189	65,000	65,000	65,000	-	0%
Repair & Maintenance Grounds	75,342	25,000	310,000	75,000	50,000	200%
Repair & Maintenance Office Equipment	-	1,000	1,000	1,000	-	0%
Repair & Maintenance - Other	22,571	25,000	25,000	25,000	-	0%
<b>Subtotal Other Services &amp; Supplies</b>	<b>\$ 741,297</b>	<b>\$ 901,264</b>	<b>\$ 1,186,264</b>	<b>\$ 865,300</b>	<b>\$ (35,964)</b>	<b>-4%</b>
<b>TOTAL FACILITIES</b>	<b>\$ 741,297</b>	<b>\$ 901,264</b>	<b>\$ 1,186,264</b>	<b>\$ 865,300</b>	<b>\$ (35,964)</b>	<b>-4%</b>

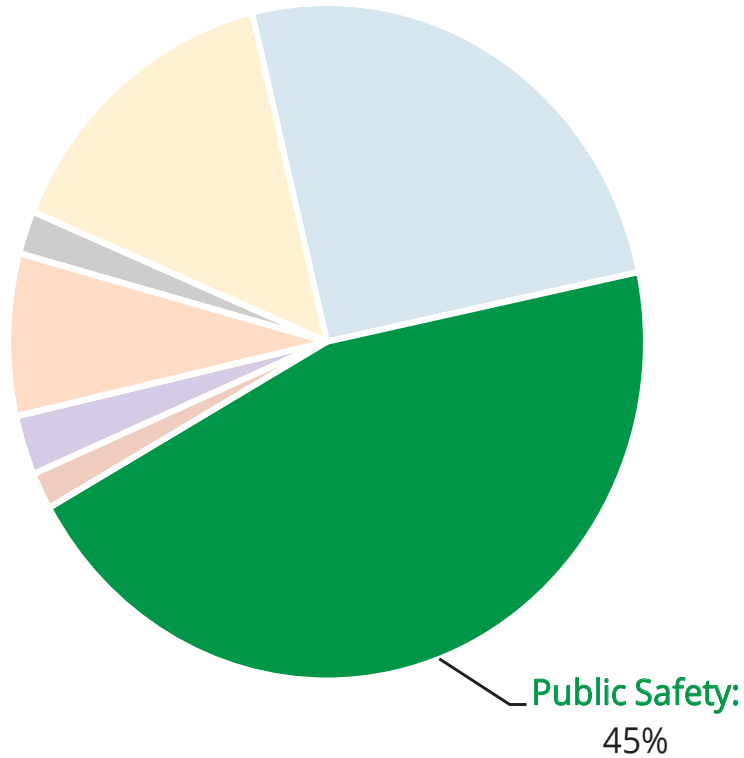
#### FLEET

<i>Other Services &amp; Supplies:</i>						
Capital Outlay - Vehicle	\$ -	\$ 35,000	\$ 35,000	\$ -	\$ (35,000)	-100%
Vehicle Fuel & Maintenance Supplies	859	9,500	9,500	9,500	-	0%
<b>Subtotal Other Services &amp; Supplies</b>	<b>\$ 859</b>	<b>\$ 44,500</b>	<b>\$ 44,500</b>	<b>\$ 9,500</b>	<b>\$ (35,000)</b>	<b>-79%</b>
<b>TOTAL FLEET</b>	<b>\$ 859</b>	<b>\$ 44,500</b>	<b>\$ 44,500</b>	<b>\$ 9,500</b>	<b>\$ (35,000)</b>	<b>-79%</b>
<b>TOTAL FACILITIES &amp; FLEET</b>	<b>\$ 742,156</b>	<b>\$ 945,764</b>	<b>\$ 1,230,764</b>	<b>\$ 874,800</b>	<b>\$ (70,964)</b>	<b>-8%</b>

## PUBLIC SAFETY

The Public Safety function of the City Government provides safety services to the communities of Centennial. These services are guided by City Council's vision for a safe and healthy community, and is implemented by the City's Strategic Planning efforts.

## BUDGET FUNCTION

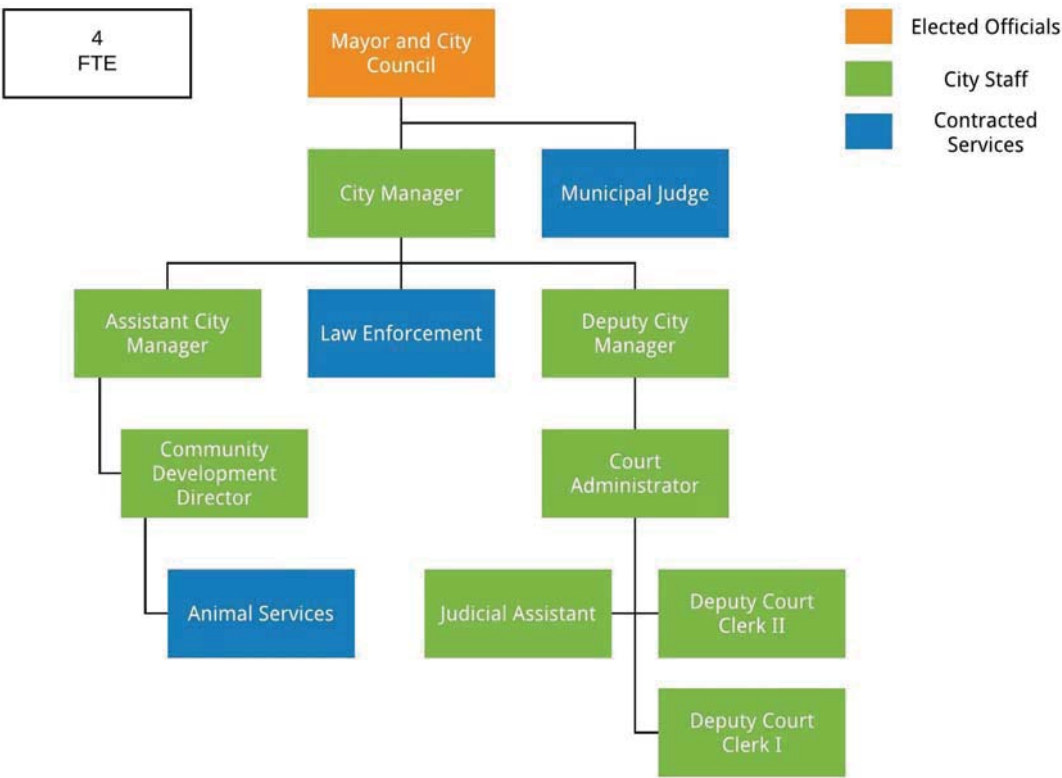


This graph illustrates the percentage of the Public Safety function's expenditures to the operating budget of the General Fund in 2019.

The Public Safety function of the City Government is comprised of the following departments/divisions:

- Law Enforcement
- Animal Services
- Municipal Court

ORGANIZATIONAL CHART



## 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.

### BUDGET DETAIL

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 Adopted/2019 Budget	
					\$	%
<i>Contracted Services:</i>						
Sheriff's Office Services	\$ 23,203,139	\$ 24,791,600	\$ 24,791,600	\$ 29,220,660	\$ 4,429,060	18%
Traffic Officers - Contract	(1,459,747)	(1,510,837)	(1,510,837)	-	1,510,837	-100%
Liquor Enforcement - Contract	(47,645)	(52,506)	(52,506)	-	52,506	-100%
Liability	(165,991)	(174,143)	(174,143)	-	174,143	-100%
<b>Subtotal Contracted Services</b>	<b>\$ 21,529,756</b>	<b>\$ 23,054,114</b>	<b>\$ 23,054,114</b>	<b>\$ 29,220,660</b>	<b>\$ 6,166,546</b>	<b>27%</b>
<b>TOTAL LAW ENFORCEMENT</b>	<b>\$ 21,529,756</b>	<b>\$ 23,054,114</b>	<b>\$ 23,054,114</b>	<b>\$ 29,220,660</b>	<b>\$ 6,166,546</b>	<b>27%</b>

### 2018 ACCOMPLISHMENTS

- ACSO continued enforcement of state law, City-adopted municipal, criminal, and traffic codes.
- ACSO continues to increase community policing and engagement efforts.
- ACSO - together with regional partners - completed construction of a regional crime lab.



## 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.

### BUDGET DETAIL

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 Adopted/2019 Budget	
					\$	%
<i>Contracted Services:</i>						
Animal Control	\$ 615,915	\$ 629,465	\$ 629,465	\$ 648,570	\$ 19,105	3%
Animal Sheltering/Cremation	8,833	36,250	36,250	31,000	(5,250)	-14%
Miscellaneous Expense - Other	3,870	4,135	4,135	4,240	105	3%
Project Specific	273	-	-	-	-	N/A
<b>Subtotal Contracted Services</b>	<b>\$ 628,892</b>	<b>\$ 669,850</b>	<b>\$ 669,850</b>	<b>\$ 683,810</b>	<b>\$ 13,960</b>	<b>2%</b>
<b>TOTAL ANIMAL SERVICES</b>	<b>\$ 628,892</b>	<b>\$ 669,850</b>	<b>\$ 669,850</b>	<b>\$ 683,810</b>	<b>\$ 13,960</b>	<b>2%</b>

## 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.

### BUDGET DETAIL

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 Adopted/2019 Budget	
					\$	%
<b>Personnel Services:</b>						
Salaries & Wages	\$ 266,326	\$ 288,488	\$ 299,298	\$ 229,540	\$ (58,948)	-20%
Benefits	101,967	129,571	130,976	114,380	(15,191)	-12%
<b>Subtotal Personnel Services</b>	<b>\$ 368,293</b>	<b>\$ 418,059</b>	<b>\$ 430,274</b>	<b>\$ 343,920</b>	<b>\$ (74,139)</b>	<b>-18%</b>
<b>Contracted Services:</b>						
Traffic Officers	\$ 1,459,747	\$ 1,510,837	\$ 1,510,837	\$ -	\$ (1,510,837)	-100%
Traffic Officers Indirect (Liability)	165,991	174,143	174,143	-	(174,143)	-100%
Temporary Personnel	-	500	500	500	-	0%
Judges	70,885	71,000	71,000	72,600	1,600	2%
Prosecutor	23,460	30,000	30,000	30,000	-	0%
Legal Services - General	3,201	7,000	7,000	-	(7,000)	-100%
<b>Subtotal Contracted Services</b>	<b>\$ 1,723,284</b>	<b>\$ 1,793,480</b>	<b>\$ 1,793,480</b>	<b>\$ 103,100</b>	<b>\$ (1,690,380)</b>	<b>-94%</b>
<b>Other Services &amp; Supplies:</b>						
Professional Services	\$ 1,077	\$ 35,067	\$ 35,067	\$ 35,070	\$ 3	0%
Postage & Courier	6,232	7,000	7,000	-	(7,000)	-100%
Printing & Publishing	446	5,700	5,700	-	(5,700)	-100%
IT Services	10,550	-	-	-	-	N/A
Bank/Merchant Processing	29,341	45,800	45,800	40,000	(5,800)	-13%
Equipment - Rental, Repair, Maintenance	5,222	9,000	9,000	-	(9,000)	-100%
Software Licensing & Maintenance	37,999	40,700	40,700	-	(40,700)	-100%
Software Supplies	2,958	500	500	-	(500)	-100%
Office Supplies	2,793	6,000	6,000	-	(6,000)	-100%
Dues & Memberships	165	450	450	-	(450)	-100%
Meetings/Training/Travel	6,453	5,380	5,380	-	(5,380)	-100%
Miscellaneous	230	3,000	3,000	3,000	-	0%
<b>Subtotal Other Services &amp; Supplies</b>	<b>\$ 103,465</b>	<b>\$ 158,597</b>	<b>\$ 158,597</b>	<b>\$ 78,070</b>	<b>\$ (80,527)</b>	<b>-51%</b>
<b>TOTAL MUNICIPAL COURT</b>	<b>\$ 2,195,042</b>	<b>\$ 2,370,136</b>	<b>\$ 2,382,351</b>	<b>\$ 525,090</b>	<b>\$ (1,845,046)</b>	<b>-78%</b>

### 2018 ACCOMPLISHMENTS

- Continued to provide fair and efficient adjudication of court cases within its jurisdiction.
- Continued the implementation and expansion of the Centennial Teen Court.

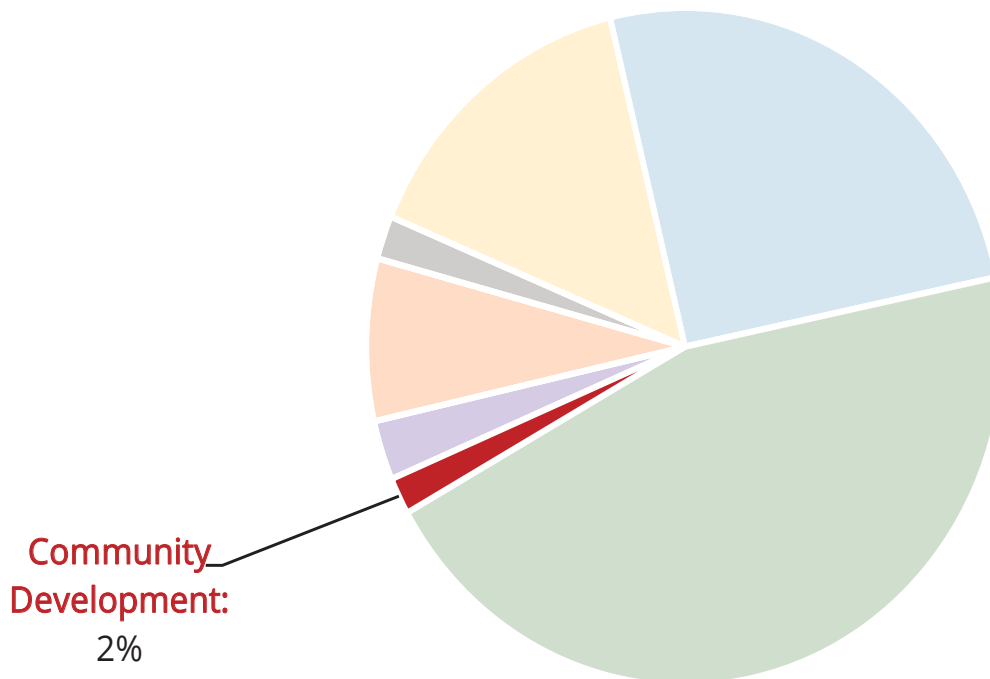
### 2019 WORKPLAN

1. Continue implementation of Municipal Court software upgrade.
2. Consider implementation of any revisions to the model traffic code.

## COMMUNITY DEVELOPMENT

The Community Development function of the City Government is responsible for the growth and development of the City. The divisions that make up this function work together to enhance the physical enhancements of the community through the City's Strategic planning efforts to promote quality of life, citizen engagement and environment.

### BUDGET FUNCTION

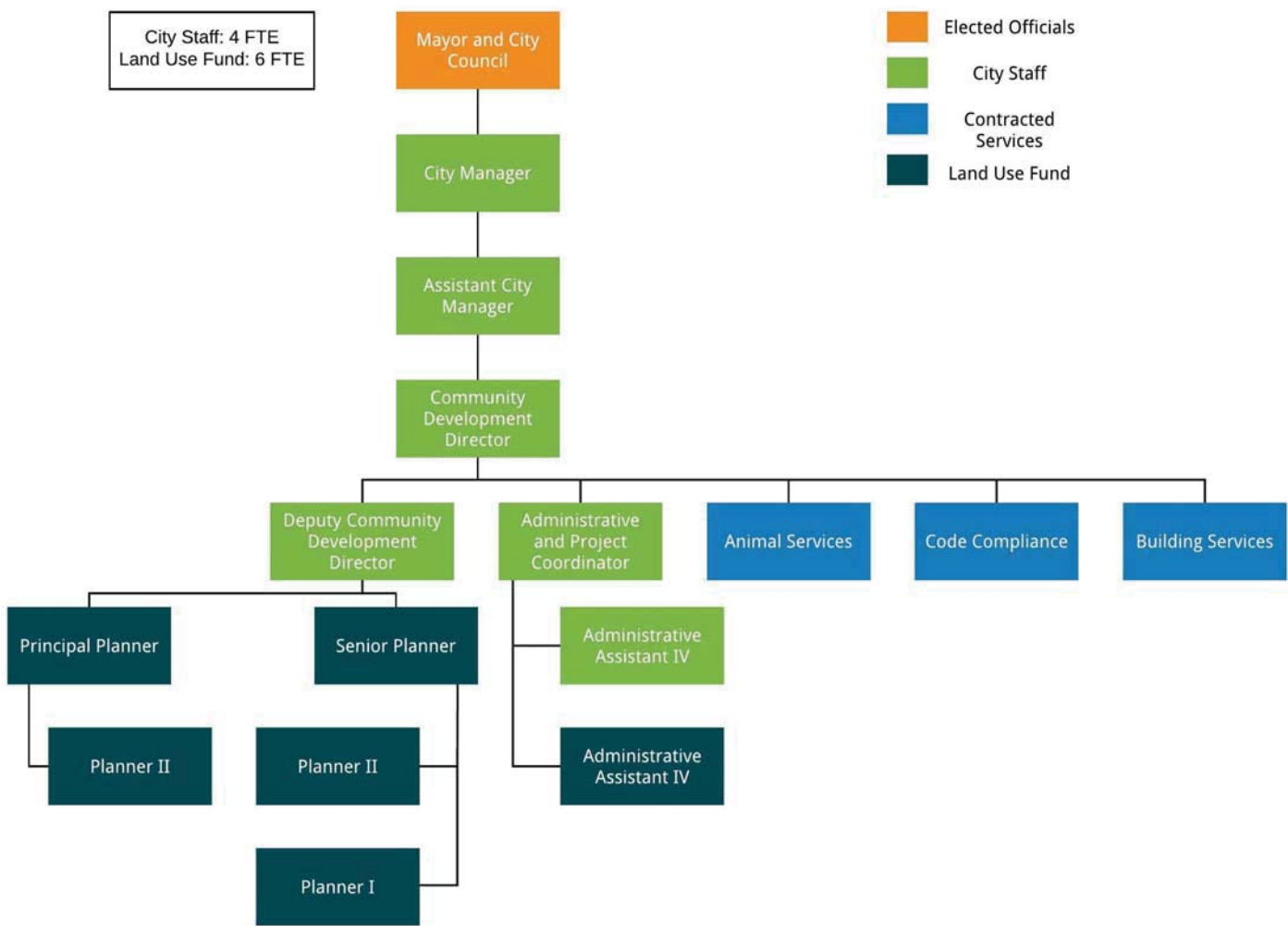


This graph illustrates the percentage of the Community Development function's expenditures to the operating budget of the General Fund in 2019.

The Community Development function of the City Government is comprised of the following departments/divisions:

- Community Development
- Code Compliance

ORGANIZATIONAL CHART



## COMMUNITY DEVELOPMENT

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 longrange 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.

## BUDGET DETAIL

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 Adopted/2019 Budget	
					\$	%
<b>Personnel Services:</b>						
Salaries & Wages	\$ 353,158	\$ 353,238	\$ 366,876	\$ 366,880	\$ 13,642	4%
Benefits	103,615	127,250	129,023	133,130	5,880	5%
<b>Subtotal Personnel Services</b>	<b>\$ 456,773</b>	<b>\$ 480,488</b>	<b>\$ 495,899</b>	<b>\$ 500,010</b>	<b>\$ 19,522</b>	<b>4%</b>
<b>Other Services &amp; Supplies:</b>						
Professional Services - Other	\$ 8,912	\$ 56,000	\$ 56,000	\$ 50,000	\$ (6,000)	-11%
Project Specific	57,251	-	5,980	-	-	N/A
<b>Subtotal Other Services &amp; Supplies</b>	<b>\$ 66,163</b>	<b>\$ 56,000</b>	<b>\$ 61,980</b>	<b>\$ 50,000</b>	<b>\$ (6,000)</b>	<b>-11%</b>
<b>TOTAL COMMUNITY DEVELOPMENT</b>	<b>\$ 522,936</b>	<b>\$ 536,488</b>	<b>\$ 557,879</b>	<b>\$ 550,010</b>	<b>\$ 13,522</b>	<b>3%</b>

## 2018 ACCOMPLISHMENTS

- Concluded the Centennial Next planning process, resulting in a unanimously-adopted comprehensive plan for the City.
- Completed revisions of land development regulations, including Centennial Airport noise contours, unsafe structures, abatement and judicial enforcement processes, digital billboards, vehicle sales, and commercial lodging.
- Completed analysis and implemented site requirements for commercial lodging.
- With Economic Development, conducted a visioning study for Dove Valley.
- Continued administration and enforcement of building, nuisance, and land use codes.
- Considered and pursued strategic annexations to further the City's interests.
- Completed deployment of pilot City identification signage program.
- Received Arapahoe County grants for the Freemont and East/West Trail projects.
- Completed the Trails, Recreation and Parks Master Plan.
- Entered into an agreement with Arapahoe County for partnership on improvements to the Dove Valley Regional Park and Lone Tree Creek Trail.
- Further developed and defined the establishment of the Centennial Center Park Master Plan and evaluation of existing assets to determine replacement time frames.
- Developed and adopted a policy for the use of Open Space and Conservation Trust Funds, providing guidance for external partners.

## 2019 WORKPLAN

1. Develop Land Development Code amendments for Council consideration in support of Centennial Next and other regulatory changes, including alternative housing types, identity and placemaking, community outreach enhancements, and amendments to the AC zone district to promote shopping center redevelopment.
2. Consider development activity in the Jones District, including potential revisions to the regulating plan and UC zone district.
3. Develop a regulating plan for the southwest corner of Arapahoe and I-25.
4. Provide development support City annexation activity.
5. Continue supporting the efforts of the Economic Development team to adopt the Dove Valley Vision Plan.
6. Continue implementation and development of the Lone Tree Creek Trail.
7. Continue supporting community Open Space projects.
8. Consider next steps for the expiring Animal Services contract.
9. Begin preparation for support of the 2020 Census.



## 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.

### BUDGET DETAIL

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 Adopted/2019 Budget	
					\$	%
<i>Contracted Services:</i>						
Code Enforcement	\$ 462,566	\$ 474,350	\$ 474,350	\$ 611,140	\$ 136,790	29%
<b>Subtotal Contracted Services</b>	<b>\$ 462,566</b>	<b>\$ 474,350</b>	<b>\$ 474,350</b>	<b>\$ 611,140</b>	<b>\$ 136,790</b>	<b>29%</b>
<i>Other Services &amp; Supplies:</i>						
Professional Services - Other	\$ 525	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	0%
Neighborhood Services Program	-	-	-	9,000	9,000	N/A
<b>Subtotal Other Services &amp; Supplies</b>	<b>\$ 525</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 29,000</b>	<b>\$ 9,000</b>	<b>45%</b>
<b>TOTAL CODE COMPLIANCE</b>	<b>\$ 463,091</b>	<b>\$ 494,350</b>	<b>\$ 494,350</b>	<b>\$ 640,140</b>	<b>\$ 145,790</b>	<b>29%</b>



# FIBERWORKS

THE FIBERWORKS FUND SUPPORTS THE OPERATIONS AND MAINTENANCE COSTS ASSOCIATED WITH THE CITY'S FIBER BACKBONE NETWORK. THE CITY'S 432-FIBER STRAND BACKBONE CONNECTS KEY CITY SITES, PASSES COMMUNITY ANCHOR INSTITUTIONS AND ENABLES BOTH EXISTING AND NEW BROADBAND PROVIDERS TO TIE INTO THE INFRASTRUCTURE WITH THE GOAL OF PROVIDING BETTER AND MORE COMPETITIVE CHOICES AND SERVICES FOR THE CITY RESIDENTS.



FIBERWORKS

# FIBERWORKS FUND

## BUDGET DETAIL

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 ADOPTED/2019 BUDGET	
					\$	%
<b>EXPENDITURES</b>						
<i>Other Services &amp; Supplies:</i>						
Professional Services	\$ -	\$ -	\$ -	\$ 51,000	\$ 51,000	N/A
Maintenance	-	-	-	50,000	50,000	N/A
Project Specific	-	-	-	31,000	31,000	N/A
Contingency	-	-	-	100,000	100,000	N/A
<b>Subtotal Other Services &amp; Supplies</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 232,000</b>	<b>\$ 232,000</b>	<b>N/A</b>
<i>Contracted Services</i>						
Legal Services	\$ -	\$ -	\$ -	\$ 40,000	\$ 40,000	N/A
<b>Subtotal Contracted Services</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>N/A</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 272,000</b>	<b>\$ 272,000</b>	<b>N/A</b>
<b>Revenues Over (Under) Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (272,000)</b>	<b>\$ (272,000)</b>	<b>N/A</b>
<b>OTHER FINANCING SOURCES (USES)</b>						
<b>SOURCES</b>						
Transfer In From General Fund	\$ -	\$ -	\$ -	\$ 272,000	\$ 272,000	N/A
<b>FUND BALANCE</b>						
Net Change In Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Beginning Fund Balance	-	-	-	-	-	N/A
<b>ENDING FUND BALANCE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>



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## LAND USE FUND

AN ENTERPRISE FUND, THE LAND USE FUND CONSISTS OF FINANCIAL RESOURCES USED FOR OPERATIONS IN A MANNER SIMILAR TO THE PRIVATE SECTOR. THE LAND USE FUND IS PRIMARILY FUNDED THROUGH CHARGES AND FEES COLLECTED FOR LAND USE AND PLANNING DEVELOPMENT. LAND USE SERVICES WORKS TO ENFORCE THE CITY'S REGULATION AND IMPLEMENT THE CITY'S VISION IN ORDER TO MAINTAIN AND ENHANCE ITS COMMUNITIES AND OVERALL QUALITY OF LIFE.





## LAND USE FUND SUMMARY

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The Land Use Fund (LUF) provides land use services that work 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.

### 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.

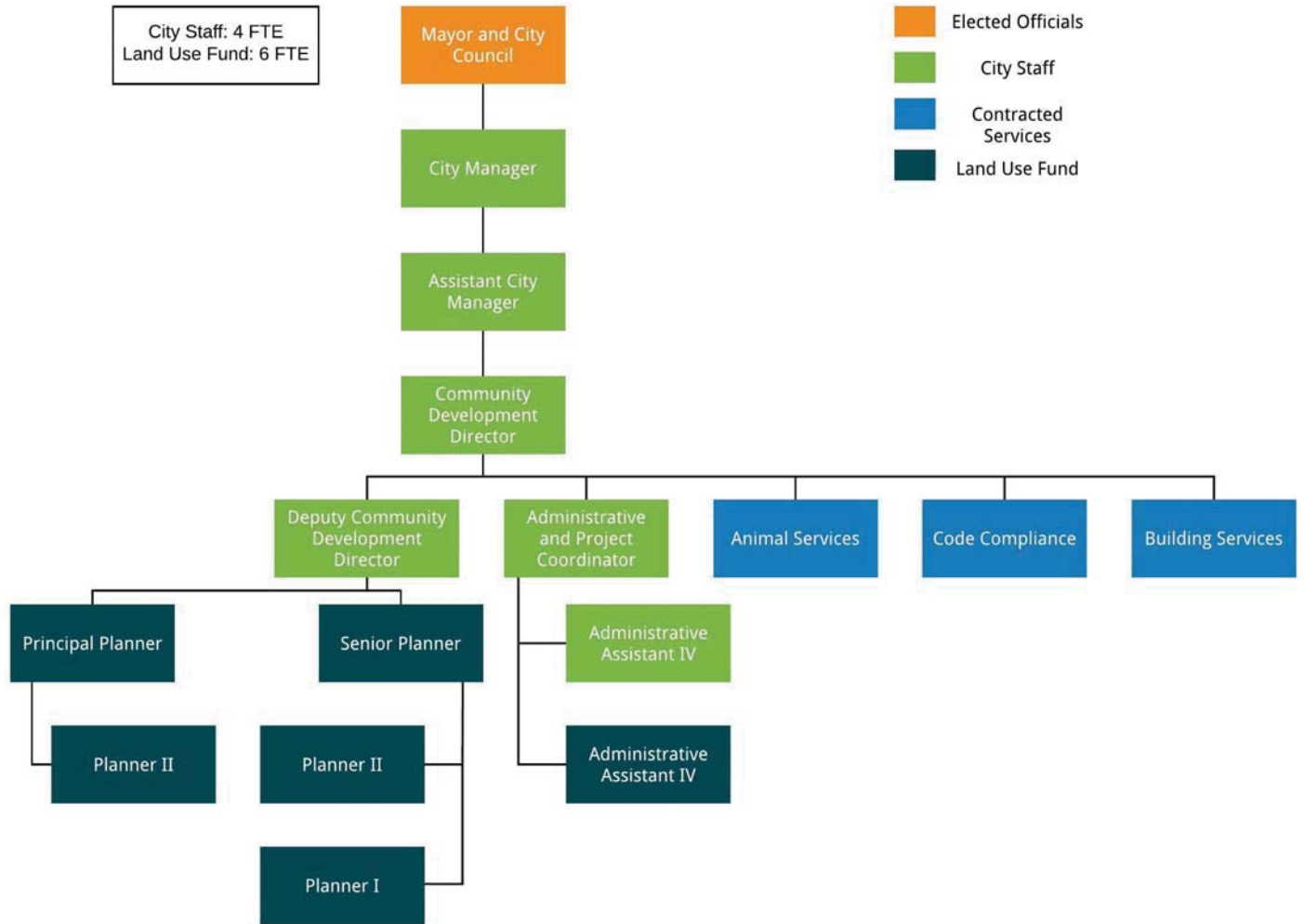
The Division also conducts engineering review of land use applications, the review and approval of site civil construction documents and development permits, and inspections related to the construction of improvements associated with new development. In conjunction with the Southeast Metro Stormwater 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.

### 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.

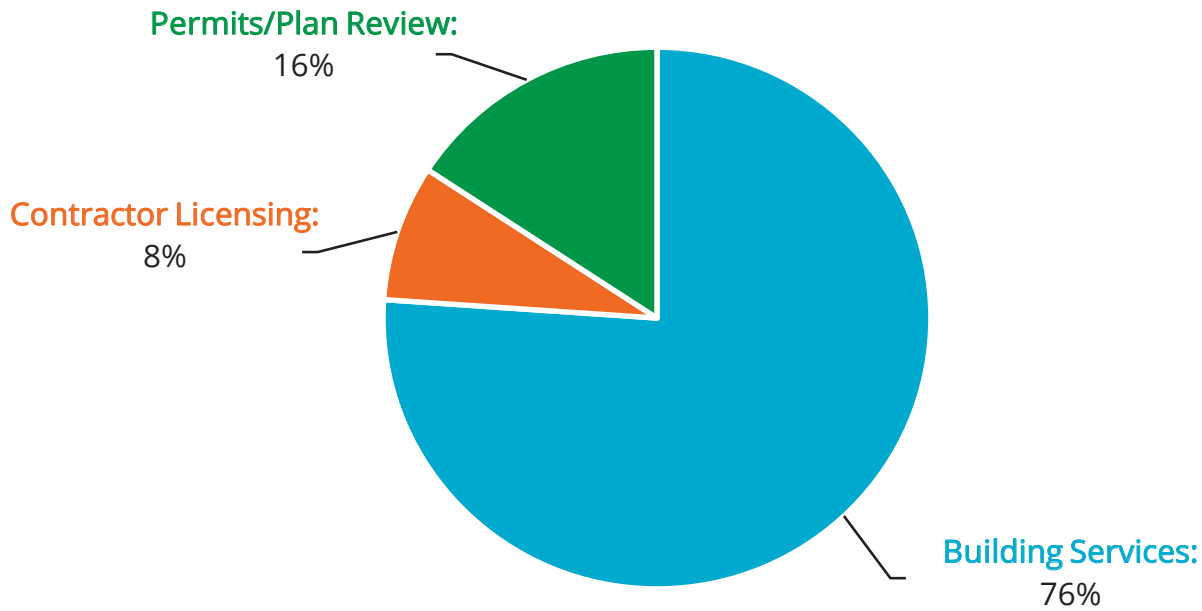


## ORGANIZATIONAL CHART



## LAND USE REVENUES

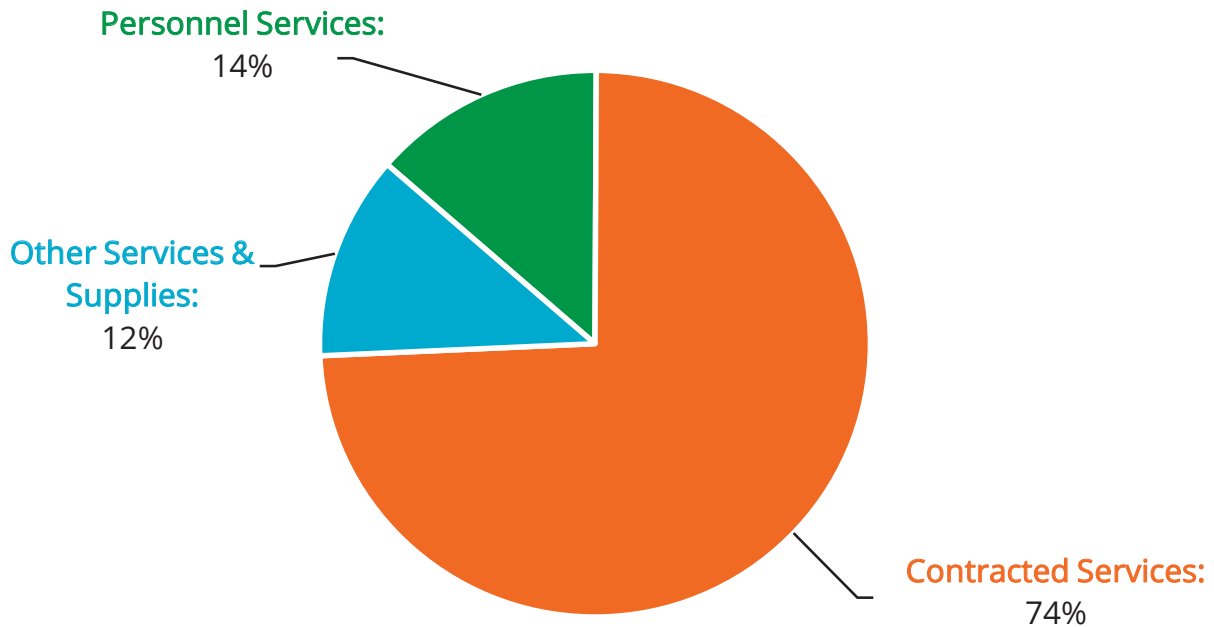
### BUDGET DETAIL



	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 ADOPTED/2019 BUDGET \$	%
<b>Building Services:</b>						
Building Permit Fees	\$ 1,926,728	\$ 2,228,270	\$ 2,228,270	\$ 2,250,000	\$ 21,730	1%
Building Plan Review Fees	609,451	651,120	651,120	690,000	38,880	6%
<b>Subtotal Building Services</b>	<b>\$ 2,536,179</b>	<b>\$ 2,879,390</b>	<b>\$ 2,879,390</b>	<b>\$ 2,940,000</b>	<b>\$ 60,610</b>	<b>2%</b>
<b>Contractor Licensing:</b>						
Contractor Licensing	\$ 253,060	\$ 250,360	\$ 250,360	\$ 245,000	\$ (5,360)	-2%
Transit Shelter Administration	69,300	69,300	69,300	69,300	-	0%
<b>Subtotal Contractor Licensing</b>	<b>\$ 322,360</b>	<b>\$ 319,660</b>	<b>\$ 319,660</b>	<b>\$ 314,300</b>	<b>\$ (5,360)</b>	<b>-2%</b>
<b>Permits/Plan Review:</b>						
Land Development Applications	\$ 243,256	\$ 280,380	\$ 280,380	\$ 258,000	\$ (22,380)	-8%
Miscellaneous Engineering Permits (ROW)	-	9,100	9,100	4,000	(5,100)	-56%
Construction Drawings (CD)	46,850	56,130	56,130	54,000	(2,130)	-4%
Subdivision Improvement Agreement	20,400	24,000	24,000	21,000	(3,000)	-13%
Site Inspections	72,827	53,290	53,290	50,700	(2,590)	-5%
Sign Permits	69,380	76,230	76,230	78,000	1,770	2%
Fence Permits	30,478	12,100	12,100	17,000	4,900	40%
CMRS Permits	38,100	23,100	23,100	40,000	16,900	73%
Legal Services - Review of AWOs	30,300	40,170	40,170	32,000	(8,170)	-20%
Federal Grant Revenue	-	-	-	-	-	-
Deferred Revenue	-	-	-	-	-	-
Other Revenue	79,525	37,280	37,280	55,000	17,720	48%
<b>Subtotal Permits/Plan Review</b>	<b>\$ 631,116</b>	<b>\$ 611,780</b>	<b>\$ 611,780</b>	<b>\$ 609,700</b>	<b>\$ (2,080)</b>	<b>0%</b>
<b>TOTAL REVENUES</b>	<b>\$ 3,489,655</b>	<b>\$ 3,810,830</b>	<b>\$ 3,810,830</b>	<b>\$ 3,864,000</b>	<b>\$ 53,170</b>	<b>1%</b>

## LAND USE EXPENDITURES

### BUDGET DETAIL



	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 ADOPTED/2019 BUDGET \$	%
<b>Personnel Services:</b>						
Salaries & Wages	\$ 349,527	\$ 368,634	\$ 389,941	\$ 369,780	\$ 1,146	0%
Benefits	125,477	166,918	167,811	110,000	(56,918)	-34%
<b>Subtotal Personnel Services</b>	<b>\$ 475,004</b>	<b>\$ 535,552</b>	<b>\$ 557,752</b>	<b>\$ 479,780</b>	<b>\$ (55,772)</b>	<b>-10%</b>
<b>Contracted Services - Permitting &amp; Inspections:</b>						
Building Services	\$ 1,921,469	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ -	0%
Home Improvement Program Incentive	(10,969)	10,000	10,000	10,000	-	0%
<b>Subtotal Permitting &amp; Inspections</b>	<b>\$ 1,910,500</b>	<b>\$ 2,210,000</b>	<b>\$ 2,210,000</b>	<b>\$ 2,210,000</b>	<b>\$ -</b>	<b>0%</b>
<b>Contracted Services - Administration:</b>						
Contractor License Administration	\$ 150,275	\$ 130,000	\$ 130,000	\$ 130,000	\$ -	0%
Bus/Bench Maintenance	12,025	12,700	12,700	12,700	-	0%
Bus Bench Repair/Replacement	10,551	9,400	9,400	9,400	-	0%
<b>Subtotal Administration</b>	<b>\$ 172,851</b>	<b>\$ 152,100</b>	<b>\$ 152,100</b>	<b>\$ 152,100</b>	<b>\$ -</b>	<b>0%</b>
<b>Contracted Services - Permits &amp; Plan Review:</b>						
AWO Legal Review	\$ 41,581	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	0%
<b>Subtotal Administration</b>	<b>\$ 41,581</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>0%</b>
<b>Contracted Services - Temporary Personnel:</b>						
Legal Services - General	\$ 53,969	\$ 90,000	\$ 90,000	\$ 90,000	\$ -	0%
Annexations - Implementations	-	100,000	100,000	100,000	-	0%
<b>Subtotal Temporary Personnel</b>	<b>\$ 53,969</b>	<b>\$ 190,000</b>	<b>\$ 190,000</b>	<b>\$ 190,000</b>	<b>\$ -</b>	<b>0%</b>
<b>Subtotal Contracted Services - All Services</b>	<b>\$ 2,178,901</b>	<b>\$ 2,602,100</b>	<b>\$ 2,602,100</b>	<b>\$ 2,602,100</b>	<b>\$ -</b>	<b>0%</b>

## LAND USE EXPENDITURES

### BUDGET DETAIL (CON'T)

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 ADOPTED/2019 BUDGET	
					\$	%
<b>Other Services &amp; Supplies:</b>						
Professional Services - Other	\$ 4,688	\$ 60,000	\$ 60,000	\$ 130,000	\$ 70,000	117%
Professional Services - Engineering	35,394	35,000	87,500	20,000	(15,000)	-43%
Payroll Processing	1,668	2,000	2,000	2,000	-	0%
Raise Pool	-	22,200	-	21,350	(850)	-4%
Purchased Non-Capital Equipment	17,951	-	-	3,200	3,200	N/A
Equipment /Building - Rental, Repair, Maintenance	7,590	21,300	21,300	21,300	-	0%
Postage & Courier Services	37	1,000	1,000	500	(500)	-50%
Printing & Publishing Services	405	5,000	5,000	5,000	-	0%
Office Supplies	4,173	8,000	8,000	8,000	-	0%
Software - Other	20,488	50,000	50,000	78,250	28,250	57%
Subscriptions	566	3,000	3,000	1,500	(1,500)	-50%
Dues & Memberships	(741)	3,350	3,350	3,500	150	4%
Meetings/Training/Travel	15,806	30,000	30,000	37,200	7,200	24%
Materials - Fuel	187	1,500	1,500	500	(1,000)	-67%
Depreciation - Equipment	4,004	-	-	-	-	N/A
Bank/Merchant Processing	55,060	90,000	90,000	70,000	(20,000)	-22%
Rent Allocation	9,720	9,720	9,720	9,720	-	0%
P&Z Commission	3,970	-	-	-	-	N/A
Recordation Fees	10,252	12,000	12,000	12,000	-	0%
<b>Subtotal Other Services &amp; Supplies</b>	<b>\$ 191,218</b>	<b>\$ 354,070</b>	<b>\$ 384,370</b>	<b>\$ 424,020</b>	<b>\$ 69,950</b>	<b>20%</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,845,123</b>	<b>\$ 3,491,722</b>	<b>\$ 3,544,222</b>	<b>\$ 3,505,900</b>	<b>\$ 14,178</b>	<b>0%</b>
<b>Revenues Over (Under) Expenditures</b>	<b>\$ 644,532</b>	<b>\$ 319,108</b>	<b>\$ 266,608</b>	<b>\$ 358,100</b>	<b>\$ 38,992</b>	<b>12%</b>
<b>OTHER FINANCING SOURCES (USES)</b>						
<b>SOURCES</b>						
Transfer In From General Fund	\$ 537,241	\$ 828,050	\$ 828,050	\$ 682,500	\$ (145,550)	-18%
<b>USES</b>						
Transfer (Out) to General Fund	\$ (1,181,773)	\$ (1,147,158)	\$ (1,094,658)	\$ (1,040,600)	\$ 106,558	-9%
<b>FUND BALANCE</b>						
Net Change In Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Beginning Fund Balance	-	-	-	-	-	N/A
<b>ENDING FUND BALANCE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>



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# CAPITAL IMPROVEMENT PROGRAM

THE CAPITAL IMPROVEMENT PROGRAM (CIP) IS COMPRISED OF THREE (3) FUNDS: THE CAPITAL IMPROVEMENT FUND, CONSERVATION TRUST FUND, AND OPEN SPACE FUND.

THE CAPITAL IMPROVEMENT FUND MAINTAINS THE CITY'S INFRASTRUCTURE RELATED TO THE CONSTRUCTION AND REHABILITATION OF THE CITY'S STREET NETWORKS AND PROJECTS RELATED TO THE CIVIC CENTER. THE CONSERVATION TRUST FUND AND OPEN SPACE FUND WORK IN TANDEM TO FUND THE MAINTENANCE AND ENHANCEMENT OF THE CITY'S NETWORK OF PARKS, OPEN SPACES, AND TRAILS.





# CAPITAL IMPROVEMENT PROGRAM

## CAPITAL IMPROVEMENT PROGRAM OVERVIEW

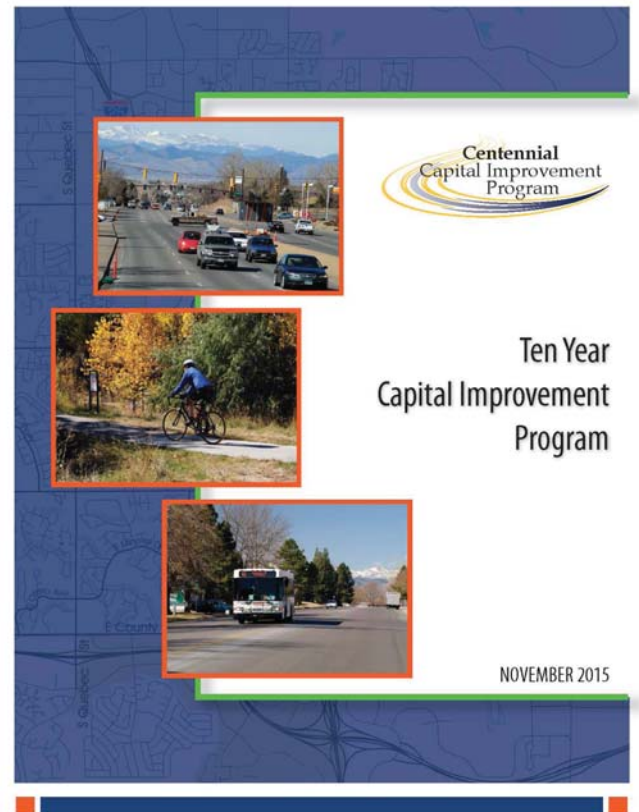
The City of Centennial Capital Improvement Program (CIP) is comprised of three funds: Capital Improvement Fund, Open Space Fund, and Conservation Trust Fund. The program is coordinated by the Public Works Department, while individual projects are managed by members of the Public Works Department and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

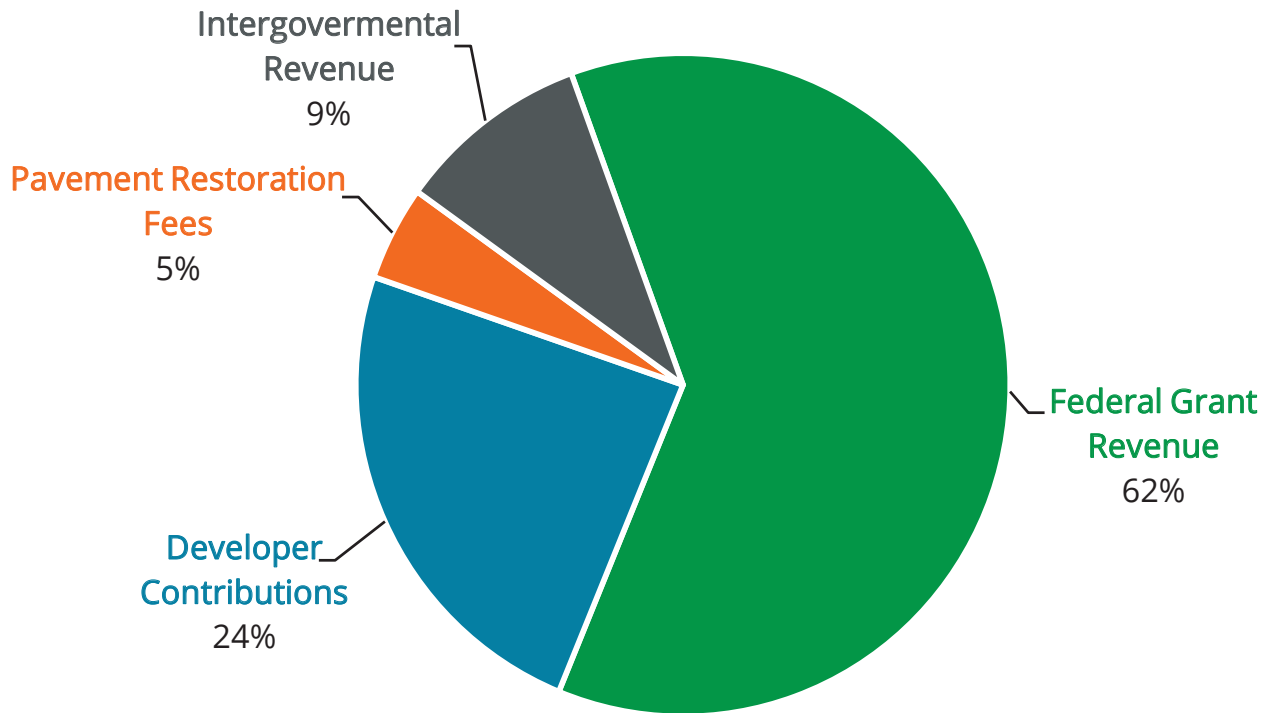
The City of Centennial currently has far more capital needs than resources to fund them. More than 80 percent (80%) of the land within the City is currently developed and much of the infrastructure has been in place for more than 25 years. Through proper assessment, and planning and development of a 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 2019 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 REVENUES

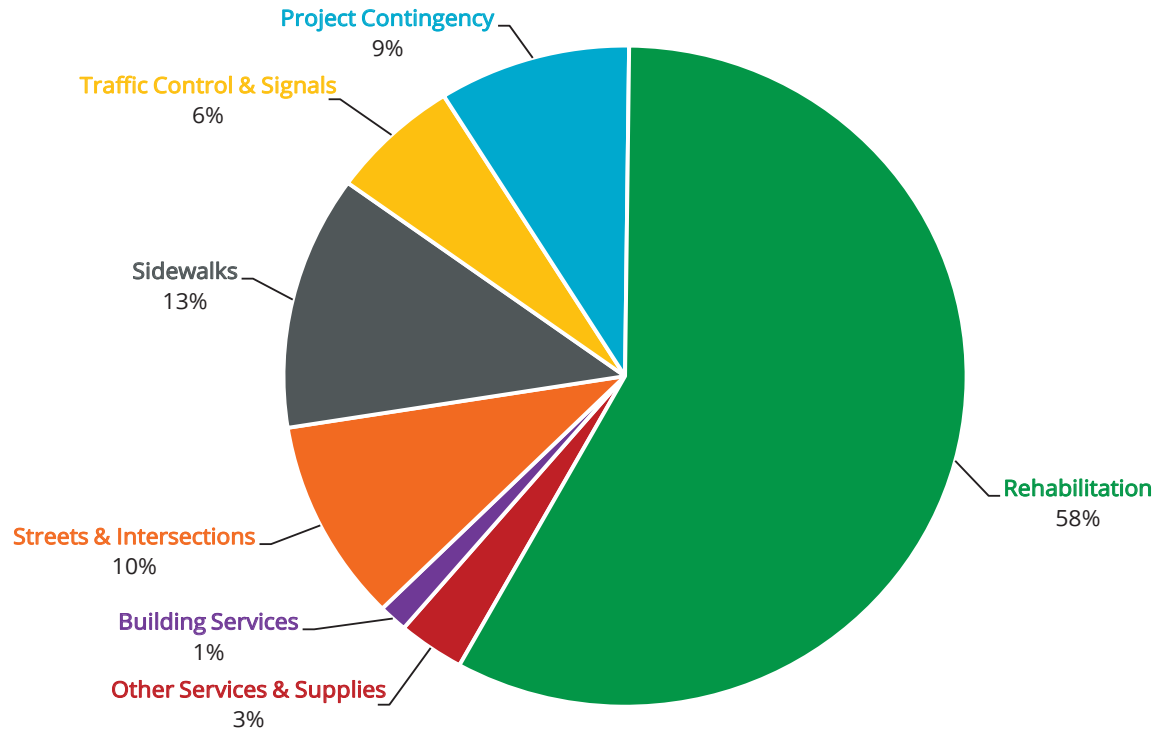
### BUDGET DETAIL



	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 ADOPTED/2019 BUDGET	
					\$	%
Federal Grant Revenue	\$ 304,469	\$ -	\$ -	\$ 641,000	\$ 641,000	-
Developer Contributions	196,668	-	-	250,000	250,000	-
Other Contributions	221,364	-	-	-	-	-
Pavement Restoration Fees	42,814	46,000	46,000	48,000	2,000	4%
Intergovernmental Revenue	536,067	-	249,837	99,000	99,000	-
Fiber Support Revenue	-	-	-	-	-	-
CDBG Projects	-	-	343,022	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 1,301,382</b>	<b>\$ 46,000</b>	<b>\$ 638,859</b>	<b>\$ 1,038,000</b>	<b>\$ 992,000</b>	<b>2157%</b>

# CAPITAL IMPROVEMENT EXPENDITURES

## BUDGET DETAIL



	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 ADOPTED/2019 BUDGET \$	%
<b>Other Services &amp; Supplies</b>						
<b>PROFESSIONAL SERVICES</b>						
General Transportation Studies	\$ 8,184	\$ 50,000	\$ 50,000	\$ 150,000	\$ 100,000	200%
IT Systems Upgrade	527,097	580,000	1,724,120	-	(580,000)	-100%
<b>CONSTRUCTION SERVICES</b>						
Capital Improvement Program Administration	237,530	275,000	275,000	275,000	-	0%
<b>Subtotal Other Services &amp; Supplies</b>	<b>\$ 772,811</b>	<b>\$ 905,000</b>	<b>\$ 2,049,120</b>	<b>\$ 425,000</b>	<b>\$ (480,000)</b>	<b>-53%</b>
<b>Capital Outlay:</b>						
<b>FIBERWORKS</b>						
Fiber Optic Backbone	\$ 2,235,561	\$ -	\$ 3,147,396	\$ -	\$ -	-
<b>BUILDING SERVICES</b>						
City Buildings - Anticipated & Planned Projects	33,705	210,000	352,313	185,000	(25,000)	-12%
Building Contingency - Major Repairs	41,791	50,000	-	-	(50,000)	-100%
<b>Subtotal Building Services</b>	<b>\$ 2,311,056</b>	<b>\$ 260,000</b>	<b>\$ 3,499,709</b>	<b>\$ 185,000</b>	<b>\$ (75,000)</b>	<b>-29%</b>

# CAPITAL IMPROVEMENT EXPENDITURES

## BUDGET DETAIL (CON'T)

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 ADOPTED/2019 BUDGET	
					\$	%
<b>NEW CONSTRUCTION</b>						
<i><b>Streets &amp; Intersections</b></i>						
TAGAWA Road	\$ -	\$ -	\$ 602,109	\$ -	\$ -	-
Arapahoe Road Design (Waco-Himalaya)	1,578,462	-	81,731	-	-	-
Quincy Avenue Widening Design	97,836	-	1,652,164	-	-	-
Arapahoe Road Operational Study	63,896	-	436,104	-	-	-
County Line Road Improvements	-	2,100,000	3,450,000	-	(2,100,000)	-100%
Arapahoe Road & I-25 Interchange Construction	2,006,489	-	1,368,511	-	-	-
Smoky Hill & Himalaya Intersection Improvements	205,177	-	554,956	-	-	-
Quebec & County Line Turn Lane Design & Construction	42,030	800,000	918,195	-	(800,000)	-100%
Orchard Road Widening - Franklin St to High Line Canal	-	-	-	1,000,000	1,000,000	-
I-25/County Line Road Improvements	-	500,000	500,000	-	(500,000)	-100%
Dry Creek and University Intersection Improvements	-	225,000	-	-	(225,000)	-100%
Arapahoe & York Intersection Improvements	-	-	-	110,000	110,000	-
Grant Match Funds/Other	-	75,000	75,000	75,000	-	0%
Community Identification and Wayfinding Program	-	150,000	210,000	150,000	-	0%
<b>Subtotal Streets &amp; Intersections</b>	<b>\$ 5,308,527</b>	<b>\$ 3,850,000</b>	<b>\$ 9,848,770</b>	<b>\$ 1,335,000</b>	<b>\$ (2,515,000)</b>	<b>-65%</b>
<i><b>Sidewalks</b></i>						
University Boulevard - Arapahoe Road to Dry Creek Infill	\$ -	\$ -	\$ 698,101	\$ 100,000	\$ 100,000	-
Liverpool St from Arapahoe Rd to Euclid Dr.	-	-	-	500,000	500,000	-
Liverpool St from Euclid Dr to Weaver Ave	-	-	-	300,000	300,000	-
Orchard Rd from Orchard Dr to Quebec St	-	-	-	500,000	500,000	-
Arapahoe Rd from Vine St to Clarkson	-	-	-	200,000	200,000	-
Dry Creek Light Rail Station	298,768	-	87,784	-	-	-
CDBG Projects	142,899	-	343,022	-	-	-
Infill Sidewalk Program	72,785	575,000	678,750	75,000	(500,000)	-87%
I-25 and Dry Creek Pedestrian Crossing	-	50,000	-	-	(50,000)	-100%
<b>Subtotal Sidewalks</b>	<b>\$ 514,451</b>	<b>\$ 625,000</b>	<b>\$ 1,807,657</b>	<b>\$ 1,675,000</b>	<b>\$ 1,050,000</b>	<b>168%</b>
<i><b>Traffic Control &amp; Signals</b></i>						
Traffic Signals	\$ 609,377	\$ 140,000	\$ 2,670,292	\$ 650,000	\$ 510,000	364%
Traffic Control	151,450	510,000	494,291	150,000	(360,000)	-71%
ITS Master Plan	278,402	1,030,000	2,222,957	30,000	(1,000,000)	-97%
<b>Subtotal Traffic Control &amp; Signals</b>	<b>\$ 1,039,229</b>	<b>\$ 1,680,000</b>	<b>\$ 5,387,540</b>	<b>\$ 830,000</b>	<b>\$ (850,000)</b>	<b>-51%</b>

## CAPITAL IMPROVEMENT EXPENDITURES

### BUDGET DETAIL (CON'T)

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 ADOPTED/2019 BUDGET \$	%
Project Contingency	\$ -	\$ 2,000,000	\$ 1,825,000	\$ 1,224,200	\$ (775,800)	-39%
<i>Rehabilitation</i>						
Roadway Rehabilitation Program	\$ 10,932,013	\$ 6,750,000	\$ 7,727,208	\$ 7,500,000	\$ 750,000	11%
Arapahoe Road Structure over Big Dry Creek	-	100,000	512,505	-	(100,000)	-100%
Minor Structures	4,954	50,000	50,000	50,000	-	0%
Capital Outlay - Vehicle	-	-	-	42,000	42,000	-
Equipment - Purchased	-	-	-	200,000	200,000	-
<b>Subtotal Rehabilitation</b>	<b>\$ 10,936,968</b>	<b>\$ 6,900,000</b>	<b>\$ 8,289,713</b>	<b>\$ 7,792,000</b>	<b>\$ 892,000</b>	<b>13%</b>
<b>Subtotal Capital Outlay</b>	<b>\$ 20,110,232</b>	<b>\$ 15,315,000</b>	<b>\$ 30,658,389</b>	<b>\$ 13,041,200</b>	<b>\$ (2,273,800)</b>	<b>-15%</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 20,883,042</b>	<b>\$ 16,220,000</b>	<b>\$ 32,707,509</b>	<b>\$ 13,466,200</b>	<b>\$ (2,753,800)</b>	<b>-17%</b>

Revenues Over (Under) Expenditures \$ (19,581,660) \$ (16,174,000) \$ (32,068,650) \$ (12,428,200) \$ 3,745,800 -23%

### OTHER FINANCING SOURCES (USES)

#### SOURCES

Transfer In From General Fund \$ 23,850,000 \$ 15,900,000 \$ 15,900,000 \$ 9,750,000 \$ (6,150,000) -39%

### FUND BALANCE

Net Change In Fund Balance \$ 4,268,340 \$ (274,000) \$ (16,168,650) \$ (2,678,200) \$ (2,404,200) 877%

Committed Fund Balance Undergrounding - - - (1,000,000) (1,000,000) N/A

Beginning Fund Balance 29,905,399 19,582,256 34,173,739 24,630,630 5,048,374 26%

**UNCOMMITTED ENDING FUND BALANCE \$ 34,173,739 \$ 19,308,256 \$ 18,005,089 \$ 20,952,430 \$ 1,644,174 9%**

## CAPITAL IMPROVEMENT PROJECTS

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.

### 2019 STREET REHABILITATION PROGRAM

PROGRAM TYPE: REHABILITATION  
COUNCIL DISTRICT: ALL (CITY-WIDE)

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

2019 FUNDING SOURCE: CIF REHAB

OTHER FUNDING SOURCES: NONE



	2019	2020	2021	2022	2023	TOTAL PLANNED FUNDING
DESIGN & CM	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LAND ACQUISITION	-	-	-	-	-	-
CONSTRUCTION	7,500,000	6,600,000	6,600,000	6,600,000	6,600,000	33,900,000
<b>SUBTOTAL CITY COSTS</b>	<b>\$ 7,500,000</b>	<b>\$ 6,600,000</b>	<b>\$ 6,600,000</b>	<b>\$ 6,600,000</b>	<b>\$ 6,600,000</b>	<b>\$ 33,900,000</b>
FUNDING FROM OTHER SOURCES	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 7,500,000</b>	<b>\$ 6,600,000</b>	<b>\$ 6,600,000</b>	<b>\$ 6,600,000</b>	<b>\$ 6,600,000</b>	<b>\$ 33,900,000</b>

ANNUAL O&M IMPACTS: NONE; STREET REHABILITATION REDUCES ANNUAL STREET MAINTENANCE.





# BUILDING MAINTENANCE & IMPROVEMENTS

PROGRAM TYPE: FACILITIES  
COUNCIL DISTRICT: ALL (CITY-WIDE)

The repair and enhancement of structural components, mechanical and electrical systems, plumbing and all other vital systems of the Civic Center and Public Works Facility.

2019 FUNDING SOURCE: CIF BUILDING SERVICES

OTHER FUNDING SOURCES: NONE



	2019	2020	2021	2022	2023	TOTAL PLANNED FUNDING
DESIGN & CM	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 750,000
LAND ACQUISITION	-	-	-	-	-	-
CONSTRUCTION	-	-	-	-	-	-
<b>SUBTOTAL CITY COSTS</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 750,000</b>
FUNDING FROM OTHER SOURCES	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 750,000</b>

ANNUAL O&M IMPACTS: NONE; THIS PROGRAM IS MAINTAINED IN THE PW OPERATING BUDGET.



# CAPITAL IMPROVEMENT PROGRAM MANAGEMENT

PROGRAM TYPE: CONSTRUCTION SERVICES  
COUNCIL DISTRICT: ALL (CITY-WIDE)

This program maintains the scope of work and preparedness of contracted services for engineering design, project management and all contracted services in the CIP.

2019 FUNDING SOURCE: CIF  
CONSTRUCTION SERVICES

OTHER FUNDING SOURCES: NONE



	2019	2020	2021	2022	2023	TOTAL PLANNED FUNDING
DESIGN & CM	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LAND ACQUISITION	-	-	-	-	-	-
CONSTRUCTION	275,000	275,000	275,000	275,000	275,000	1,375,000
<b>SUBTOTAL CITY COSTS</b>	<b>\$ 275,000</b>	<b>\$ 275,000</b>	<b>\$ 275,000</b>	<b>\$ 275,000</b>	<b>\$ 275,000</b>	<b>\$ 1,375,000</b>
FUNDING FROM OTHER SOURCES	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 275,000</b>	<b>\$ 275,000</b>	<b>\$ 275,000</b>	<b>\$ 275,000</b>	<b>\$ 275,000</b>	<b>\$ 1,375,000</b>

ANNUAL O&M IMPACTS: NONE; THIS PROGRAM IS MAINTAINED IN THE PW OPERATING BUDGET.



# INFILL SIDEWALK PROGRAM

PROGRAM TYPE: SIDEWALKS  
COUNCIL DISTRICT: ALL (CITY-WIDE)

This program is for the construction of new or missing sidewalk segments throughout the City and may be used to match grant funds for sidewalk projects.

2019 FUNDING SOURCE: CIF  
SIDEWALKS

OTHER FUNDING SOURCES: NONE



	2019	2020	2021	2022	2023	TOTAL PLANNED FUNDING
DESIGN & CM	\$ -	\$ -	\$ -	\$ -	\$ -	-
LAND ACQUISITION	-	-	-	-	-	-
CONSTRUCTION	75,000	75,000	75,000	75,000	75,000	375,000
<b>SUBTOTAL CITY COSTS</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 375,000</b>
FUNDING FROM OTHER SOURCES	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 375,000</b>

ANNUAL O&M IMPACTS: COSTS FOR MAINTENANCE WILL BE FUNDED OUT OF THE PUBLIC WORKS OPERATING BUDGET IN THE GENERAL FUND AND WILL BE COVERED IN THE SCOPE OF WORK THROUGH THE PUBLIC WORKS SERVICE PROVIDER.





# STREET PROJECT GRANT MATCHES

PROGRAM TYPE: PROJECT CONTINGENCY  
COUNCIL DISTRICT: ALL (CITY-WIDE)

This program provides match funds to grants from other agencies and jurisdictions for street and intersection projects. Specific projects are dependent upon grants awarded to the City.

2019 FUNDING SOURCE: CIF PROJECT CONTINGENCY

OTHER FUNDING SOURCES: NONE



	2019	2020	2021	2022	2023	TOTAL PLANNED FUNDING
DESIGN & CM	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LAND ACQUISITION	-	-	-	-	-	-
CONSTRUCTION	75,000	75,000	75,000	75,000	75,000	375,000
<b>SUBTOTAL CITY COSTS</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 375,000</b>
FUNDING FROM OTHER SOURCES	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 375,000</b>

ANNUAL O&M IMPACTS: COSTS WILL BE DETERMINED WHEN A PROJECT IS SELECTED.



# GENERAL TRANSPORTATION STUDIES

PROGRAM TYPE: TRANSPORTATION STUDIES  
COUNCIL DISTRICT: ALL (CITY-WIDE)

This program is intended for one time transportation studies and/or participation in transportation systems studies with other agencies and jurisdictions.

2019 FUNDING SOURCE: CIF  
PROFESSIONAL SERVICES

OTHER FUNDING SOURCES: NONE



	2019	2020	2021	2022	2023	TOTAL PLANNED FUNDING
DESIGN & CM	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000
LAND ACQUISITION	-	-	-	-	-	-
CONSTRUCTION	-	-	-	-	-	-
<b>SUBTOTAL CITY COSTS</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 250,000</b>
FUNDING FROM OTHER SOURCES	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 250,000</b>

ANNUAL O&M IMPACTS: NONE



# SIGNAL COMMUNICATION IMPROVEMENTS

PROGRAM TYPE: TRAFFIC SIGNALS  
COUNCIL DISTRICT: ALL (CITY-WIDE)

This program is intended to install communications with existing traffic signals to reduce delays and inefficiencies that occur without communication between signal systems.

2019 FUNDING SOURCE: CIF TRAFFIC CONTROL & SIGNALS

OTHER FUNDING SOURCES: NONE



	2019	2020	2021	2022	2023	TOTAL PLANNED FUNDING
DESIGN & CM	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LAND ACQUISITION	-	-	-	-	-	-
CONSTRUCTION	150,000	150,000	150,000	150,000	150,000	750,000
<b>SUBTOTAL CITY COSTS</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 750,000</b>
FUNDING FROM OTHER SOURCES	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 750,000</b>

ANNUAL O&M IMPACTS: COSTS FOR MAINTENANCE OF NEW EQUIPMENT WILL BE FUNDED OUT OF THE PUBLIC WORKS OPERATING BUDGET IN THE GENERAL FUND AND MAINTENANCE WILL BE COVERED IN THE SCOPE OF WORK THROUGH THE PUBLIC WORKS SERVICE PROVIDER.





## MINOR STRUCTURES

PROGRAM TYPE: REHABILITATION  
COUNCIL DISTRICT: ALL (CITY-WIDE)

This program allows funds to address high priority bridge maintenance and repairs. Additionally, funds are also intended for contingency needs for fences, guard rails, etc.

2019 FUNDING SOURCE: CIF REHAB

OTHER FUNDING SOURCES: NONE



	2019	2020	2021	2022	2023	TOTAL PLANNED FUNDING
DESIGN & CM	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LAND ACQUISITION	-	-	-	-	-	-
CONSTRUCTION	50,000	50,000	50,000	50,000	50,000	250,000
<b>SUBTOTAL CITY COSTS</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 250,000</b>
FUNDING FROM OTHER SOURCES	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 250,000</b>

ANNUAL O&M IMPACTS: COSTS FOR MAINTENANCE WILL BE FUNDED OUT OF THE PUBLIC WORKS OPERATING BUDGET IN THE GENERAL FUND AND WILL BE COVERED IN THE SCOPE OF WORK THROUGH THE PUBLIC WORKS SERVICE PROVIDER.



# NEIGHBORHOOD TRAFFIC MANAGEMENT PROGRAM

PROGRAM TYPE: TRAFFIC CONTROL  
COUNCIL DISTRICT: ALL (CITY-WIDE)

This program addresses City-wide neighborhood traffic management improvements.

2019 FUNDING SOURCE: CIF TRAFFIC CONTROL & SIGNALS

OTHER FUNDING SOURCES: NONE



	2019	2020	2021	2022	2023	TOTAL PLANNED FUNDING
DESIGN & CM	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 750,000
LAND ACQUISITION	-	-	-	-	-	-
CONSTRUCTION	-	-	-	-	-	-
<b>SUBTOTAL CITY COSTS</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 750,000</b>
FUNDING FROM OTHER SOURCES	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 750,000</b>

ANNUAL O&M IMPACTS: COSTS FOR MAINTENANCE WILL BE FUNDED OUT OF THE PUBLIC WORKS OPERATING BUDGET IN THE GENERAL FUND AND WILL BE COVERED IN THE SCOPE OF WORK THROUGH THE PUBLIC WORKS SERVICE PROVIDER.



# ITS MAINTENANCE

PROGRAM TYPE: ITS MASTER PLAN  
COUNCIL DISTRICT: ALL (CITY-WIDE)

This program includes continued implementation of the City's ITS Master Plan and on-going costs for ITS software maintenance for improved traffic monitoring.

2019 FUNDING SOURCE: CIF TRAFFIC CONTROL & SIGNALS

OTHER FUNDING SOURCES: NONE



	2019	2020	2021	2022	2023	TOTAL PLANNED FUNDING
DESIGN & CM	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 150,000
LAND ACQUISITION	-	-	-	-	-	-
CONSTRUCTION	-	-	-	-	-	-
<b>SUBTOTAL CITY COSTS</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 150,000</b>
FUNDING FROM OTHER SOURCES	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 150,000</b>

ANNUAL O&M IMPACTS: ADDITIONAL MAINTENANCE COSTS OF \$30,000 AND WILL BUDGETED WITHIN THE CAPITAL IMPROVEMENT FUND.





# ORCHARD RD. - FRANKLIN ST. TO HIGH LINE CANAL

PROJECT TYPE: STREETS &  
INTERSECTIONS  
COUNCIL DISTRICT: DISTRICT I

This project includes widening the road to a three lane section and installation of a new sidewalk, including curb and gutter along Cherrywood Circle.

2019 FUNDING SOURCE: CIF STREETS &  
INTERSECTIONS

OTHER FUNDING SOURCES: NONE



	2019	2020	2021	2022	2023	TOTAL PLANNED FUNDING
DESIGN & CM	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LAND ACQUISITION	-	-	-	-	-	-
CONSTRUCTION	1,000,000	-	-	-	-	1,000,000
<b>SUBTOTAL CITY COSTS</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>
FUNDING FROM OTHER SOURCES	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>

ANNUAL O&M IMPACTS: COSTS FOR MAINTENANCE WILL BE FUNDED OUT OF THE PUBLIC WORKS OPERATING BUDGET IN THE GENERAL FUND AND WILL BE COVERED IN THE SCOPE OF WORK THROUGH THE PUBLIC WORKS SERVICE PROVIDER.



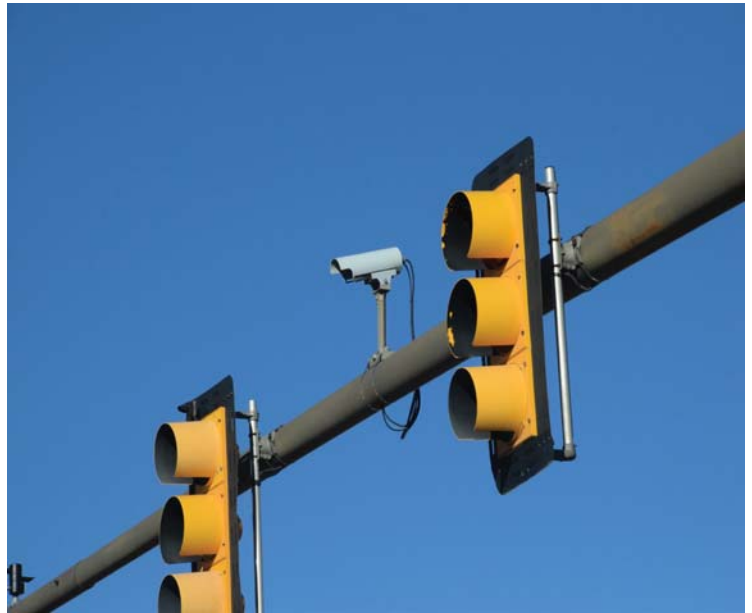
## NEW TRAFFIC SIGNALS (2019)

PROJECT TYPE: TRAFFIC SIGNALS  
COUNCIL DISTRICT: ALL (CITY-WIDE)

This project includes annual funding for installing traffic signals at intersections that meet warrants. The project includes costs to connect to the fiber backbone.

2019 FUNDING SOURCE: CIF TRAFFIC CONTROL & SIGNALS

OTHER FUNDING SOURCES: NONE



	2019	2020	2021	2022	2023	TOTAL PLANNED FUNDING
DESIGN & CM	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LAND ACQUISITION	-	-	-	-	-	-
CONSTRUCTION	500,000	500,000	500,000	500,000	500,000	2,500,000
<b>SUBTOTAL CITY COSTS</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 2,500,000</b>
FUNDING FROM OTHER SOURCES	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>	<b>\$ 2,500,000</b>

ANNUAL O&M IMPACTS: COSTS FOR MAINTENANCE WILL BE FUNDED OUT OF THE PUBLIC WORKS OPERATING BUDGET IN THE GENERAL FUND AND WILL BE COVERED IN THE SCOPE OF WORK THROUGH THE PUBLIC WORKS SERVICE PROVIDER.



# LIVERPOOL ST. FROM ARAPAHOE RD. TO EUCLID DR.

PROJECT TYPE: SIDEWALKS  
COUNCIL DISTRICT: DISTRICT 3

This project will add an eight foot minimum sidewalk and retaining wall on the east side of the street. The project will add a connection between neighborhoods and Grandview HS.

2019 FUNDING SOURCE: CIF  
SIDEWALKS

OTHER FUNDING SOURCES: NONE



	2019	2020	2021	2022	2023	TOTAL PLANNED FUNDING
DESIGN & CM	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LAND ACQUISITION	-	-	-	-	-	-
CONSTRUCTION	500,000	-	-	-	-	500,000
<b>SUBTOTAL CITY COSTS</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>
FUNDING FROM OTHER SOURCES	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>

ANNUAL O&M IMPACTS: COSTS FOR MAINTENANCE WILL BE FUNDED OUT OF THE PUBLIC WORKS OPERATING BUDGET IN THE GENERAL FUND AND WILL BE COVERED IN THE SCOPE OF WORK THROUGH THE PUBLIC WORKS SERVICE PROVIDER.





# LIVERPOOL ST. FROM EUCLID DR. TO WEAVER AVE.

PROJECT TYPE: SIDEWALKS  
COUNCIL DISTRICT: DISTRICT 3

This project will add an eight foot minimum sidewalk and retaining wall on the east side of the street. The project will add a connection between neighborhoods and Grandview HS.

2019 FUNDING SOURCE: CIF SIDEWALKS

OTHER FUNDING SOURCES: NONE



	2019	2020	2021	2022	2023	TOTAL PLANNED FUNDING
DESIGN & CM	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LAND ACQUISITION	-	-	-	-	-	-
CONSTRUCTION	300,000	-	-	-	-	300,000
<b>SUBTOTAL CITY COSTS</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 300,000</b>
FUNDING FROM OTHER SOURCES	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 300,000</b>

ANNUAL O&M IMPACTS: COSTS FOR MAINTENANCE WILL BE FUNDED OUT OF THE PUBLIC WORKS OPERATING BUDGET IN THE GENERAL FUND AND WILL BE COVERED IN THE SCOPE OF WORK THROUGH THE PUBLIC WORKS SERVICE PROVIDER.



# ORCHARD RD. FROM ORCHARD DR. TO QUEBEC ST.

PROJECT TYPE: SIDEWALKS  
COUNCIL DISTRICT: DISTRICT 2

This project includes the design of a new sidewalk on the South side of the street. The design phase, beginning in 2019, is the first of two phases with construction in 2020.

2019 FUNDING SOURCE: CIF  
SIDEWALKS

OTHER FUNDING SOURCES: NONE



	2019	2020	2021	2022	2023	TOTAL PLANNED FUNDING
DESIGN & CM	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
LAND ACQUISITION	-	-	-	-	-	-
CONSTRUCTION	-	600,000	-	-	-	600,000
<b>SUBTOTAL CITY COSTS</b>	<b>\$ 500,000</b>	<b>\$ 600,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,100,000</b>
FUNDING FROM OTHER SOURCES	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 500,000</b>	<b>\$ 600,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,100,000</b>

ANNUAL O&M IMPACTS: COSTS FOR MAINTENANCE WILL BE FUNDED OUT OF THE PUBLIC WORKS OPERATING BUDGET IN THE GENERAL FUND AND WILL BE COVERED IN THE SCOPE OF WORK THROUGH THE PUBLIC WORKS SERVICE PROVIDER.





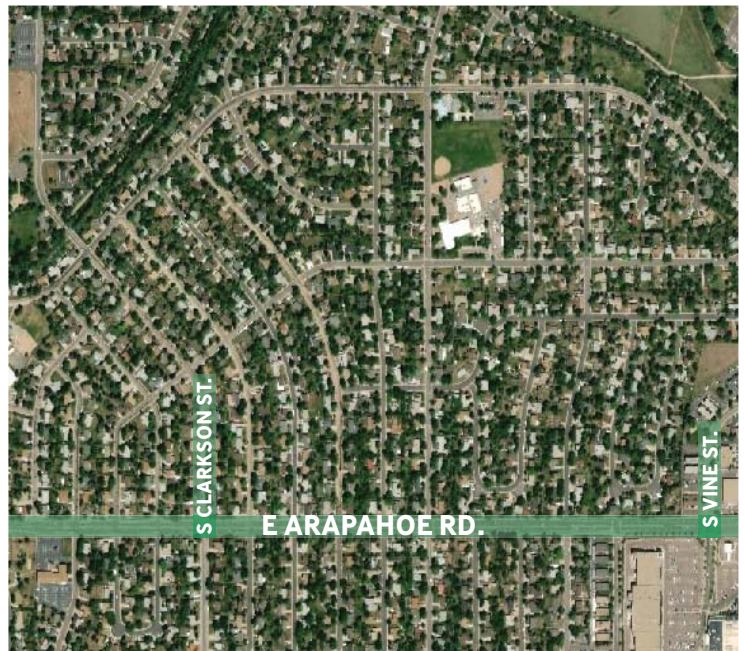
# ARAPAHOE RD. FROM VINE ST. TO CLARKSON ST.

PROJECT TYPE: SIDEWALKS  
COUNCIL DISTRICT: DISTRICT I

This project will widen the street to a minimum five foot attached sidewalk in conjunction with the 2019 Street Rehab Program.

2019 FUNDING SOURCE: CIF  
SIDEWALKS

OTHER FUNDING SOURCES: NONE



	2019	2020	2021	2022	2023	TOTAL PLANNED FUNDING
DESIGN & CM	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LAND ACQUISITION	-	-	-	-	-	-
CONSTRUCTION	200,000	-	-	-	-	200,000
<b>SUBTOTAL CITY COSTS</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>
FUNDING FROM OTHER SOURCES	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>

ANNUAL O&M IMPACTS: COSTS FOR MAINTENANCE WILL BE FUNDED OUT OF THE PUBLIC WORKS OPERATING BUDGET IN THE GENERAL FUND AND WILL BE COVERED IN THE SCOPE OF WORK THROUGH THE PUBLIC WORKS SERVICE PROVIDER.



# UNIVERSITY BLVD. SIDEWALK

PROJECT TYPE: SIDEWALKS  
COUNCIL DISTRICT: DISTRICT I

This project construct a new sidewalk to replace the existing sidewalk on University Boulevard between Arapahoe Road and Dry Creek Road.

2019 FUNDING SOURCE: CIF  
SIDEWALKS

OTHER FUNDING SOURCES: NONE



	2019	2020	2021	2022	2023	TOTAL PLANNED FUNDING
DESIGN & CM	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LAND ACQUISITION	-	-	-	-	-	-
CONSTRUCTION	100,000	-	-	-	-	100,000
<b>SUBTOTAL CITY COSTS</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>
FUNDING FROM OTHER SOURCES	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>

ANNUAL O&M IMPACTS: COSTS FOR MAINTENANCE WILL BE FUNDED OUT OF THE PUBLIC WORKS OPERATING BUDGET IN THE GENERAL FUND AND WILL BE COVERED IN THE SCOPE OF WORK THROUGH THE PUBLIC WORKS SERVICE PROVIDER.



# COLORADO BLVD. CORRIDOR STUDY

PROJECT TYPE: TRANSPORTATION  
STUDIES  
COUNCIL DISTRICT: DISTRICTS 1-3

This project will assess the existing street corridor and develop recommendations for future configurations for vehicles, bikes and pedestrian pathways from County Line Rd. to Orchard.

2019 FUNDING SOURCE: CIF  
PROFESSIONAL SERVICES

OTHER FUNDING SOURCES: NONE



	2019	2020	2021	2022	2023	TOTAL PLANNED FUNDING
DESIGN & CM	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LAND ACQUISITION	-	-	-	-	-	-
CONSTRUCTION	100,000	-	-	-	-	100,000
<b>SUBTOTAL CITY COSTS</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>
FUNDING FROM OTHER SOURCES	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>

ANNUAL O&M IMPACTS: COSTS FOR MAINTENANCE WILL BE FUNDED OUT OF THE PUBLIC WORKS OPERATING BUDGET IN THE GENERAL FUND AND WILL BE COVERED IN THE SCOPE OF WORK THROUGH THE PUBLIC WORKS SERVICE PROVIDER.





# ARAPAHOE RD. & YORK ST. INTERSECTION IMPROVEMENTS

PROJECT TYPE: STREETS & INTERSECTIONS  
COUNCIL DISTRICT: DISTRICT I

This project will install a new median to address intersection crash patterns at the Arapahoe & York intersection.

2019 FUNDING SOURCE: CIF STREETS & INTERSECTIONS

OTHER FUNDING SOURCES: GRANT REVENUE FROM CDOT & HSIP



	2019	2020	2021	2022	2023	TOTAL PLANNED FUNDING
DESIGN & CM	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LAND ACQUISITION	-	-	-	-	-	-
CONSTRUCTION	110,000	-	-	-	-	110,000
<b>SUBTOTAL CITY COSTS</b>	<b>\$ 110,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 110,000</b>
FUNDING FROM OTHER SOURCES	99,000	-	-	-	-	99,000
<b>TOTAL FUNDING</b>	<b>\$ 209,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 209,000</b>

ANNUAL O&M IMPACTS: COSTS FOR MAINTENANCE WILL BE FUNDED OUT OF THE PUBLIC WORKS OPERATING BUDGET IN THE GENERAL FUND AND WILL BE COVERED IN THE SCOPE OF WORK THROUGH THE PUBLIC WORKS SERVICE PROVIDER.







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## CONSERVATION TRUST FUND

The Conservation Trust Fund Works in tandem with the Open Space Fund in order to acquire, develop, and maintain new conservation sites and for capital improvements for recreation purposes.

### REVENUES

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 ADOPTED/2019 BUDGET \$	%
Lottery Proceeds	\$ 571,713	\$ 537,000	\$ 537,000	\$ 605,000	\$ 68,000	13%
Investment Income	36,342	18,000	18,000	60,000	42,000	233%
<b>TOTAL REVENUES</b>	<b>\$ 608,055</b>	<b>\$ 555,000</b>	<b>\$ 555,000</b>	<b>\$ 665,000</b>	<b>\$ 110,000</b>	<b>20%</b>

### EXPENDITURES

#### *Other Services & Supplies:*

Repair & Maintenance Grounds	\$ 66,228	\$ -	\$ -	\$ -	\$ -	N/A
Sewer & Water - Civic Park	32,209	-	-	-	-	N/A
Park Maintenance	202,763	402,500	415,958	602,500	200,000	50%
Park Emergency Maintenance	-	30,000	30,000	30,000	-	0%
<b>Subtotal Other Services &amp; Supplies</b>	<b>\$ 301,200</b>	<b>\$ 432,500</b>	<b>\$ 445,958</b>	<b>\$ 632,500</b>	<b>\$ 200,000</b>	<b>46%</b>

#### *Capital Outlay:*

Trails	\$ -	\$ -	\$ 400,000	\$ -	\$ -	N/A
Parks & Recreation	-	-	-	-	-	N/A
<b>Subtotal Capital Outlay</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 400,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>

<b>TOTAL EXPENDITURES</b>	<b>\$ 301,200</b>	<b>\$ 432,500</b>	<b>\$ 845,958</b>	<b>\$ 632,500</b>	<b>\$ 200,000</b>	<b>46%</b>
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Revenues Over (Under) Expenditures	\$ 306,855	\$ 122,500	\$ (290,958)	\$ 32,500	\$ (90,000)	-73%
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### FUND BALANCE

Net Change In Fund Balance	\$ 306,855	\$ 122,500	\$ (290,958)	\$ 32,500	\$ (90,000)	-73%
Beginning Fund Balance	2,697,020	2,926,539	3,003,880	2,817,920	(108,619)	-4%
<b>ENDING FUND BALANCE</b>	<b>\$ 3,003,875</b>	<b>\$ 3,049,039</b>	<b>\$ 2,712,922</b>	<b>\$ 2,850,420</b>	<b>\$ (198,619)</b>	<b>-7%</b>

## CONSERVATION TRUST PROJECTS

### PARK MAINTENANCE

PROJECT TYPE: SERVICES & SUPPLIES  
COUNCIL DISTRICT: ALL (CITY-WIDE)

This project is dedicated to annual maintenance funding for park and open space property throughout Centennial, mainly addressing Centennial Center Park.

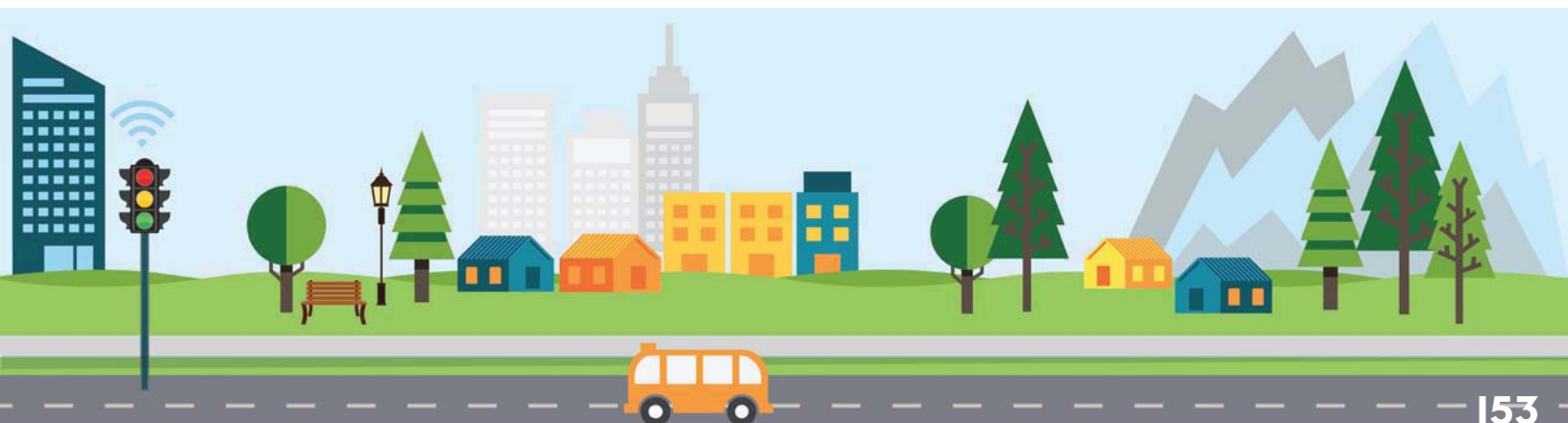
2019 FUNDING SOURCE: CTF PARK MAINTENANCE

OTHER FUNDING SOURCES: NONE



	2019	2020	2021	2022	2023	TOTAL PLANNED FUNDING
DESIGN & CM	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LAND ACQUISITION	-	-	-	-	-	-
CONSTRUCTION	602,500	-	-	-	-	602,500
<b>SUBTOTAL CITY COSTS</b>	<b>\$ 602,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 602,500</b>
FUNDING FROM OTHER SOURCES	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 602,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 602,500</b>

ANNUAL O&M IMPACTS: NONE; THIS PROJECT IS MAINTAINED IN THE CTF OPERATING BUDGET.



# PARK EMERGENCY MAINTENANCE

PROJECT TYPE: SERVICES & SUPPLIES  
COUNCIL DISTRICT: ALL (CITY-WIDE)

This project provides funding for unanticipated maintenance for Centennial Center Park.

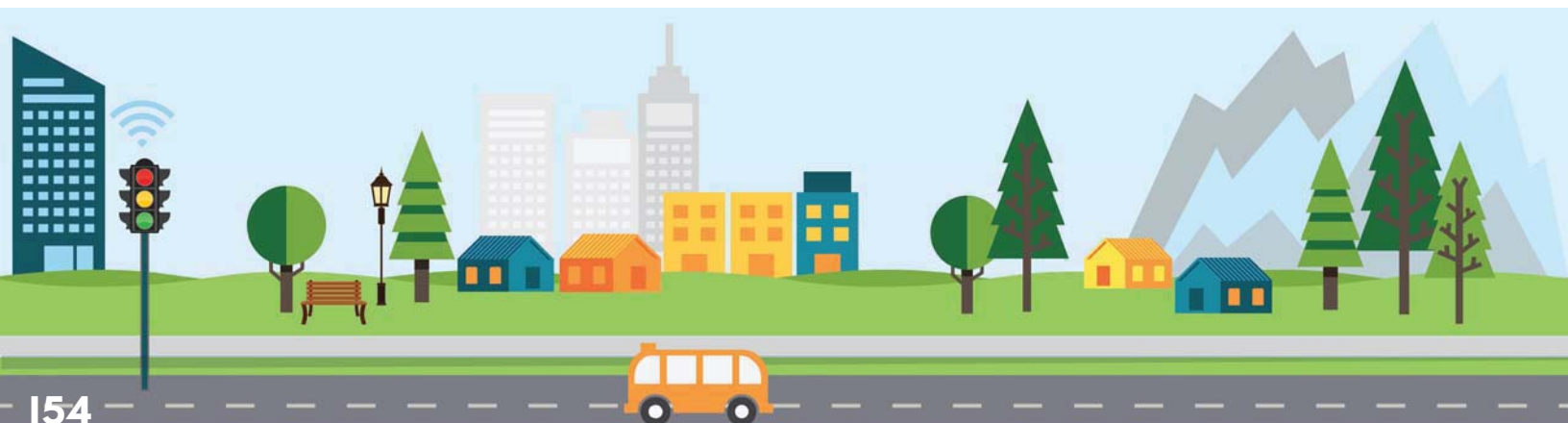
2019 FUNDING SOURCE: CTF  
EMERGENCY PARK MAINTENANCE

OTHER FUNDING SOURCES: NONE



	2019	2020	2021	2022	2023	TOTAL PLANNED FUNDING
DESIGN & CM	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LAND ACQUISITION	-	-	-	-	-	-
CONSTRUCTION	30,000	30,000	30,000	30,000	30,000	150,000
<b>SUBTOTAL CITY COSTS</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 150,000</b>
FUNDING FROM OTHER SOURCES	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 150,000</b>

ANNUAL O&M IMPACTS: \$30,000 ANNUALLY WILL ADDRESS UNANTICIPATED PARK NEEDS.





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## OPEN SPACE FUND

The voter-approved Open Space Fund works in tandem with the Conservation Trust Fund in order to preserve open spaces in Arapahoe County. Resources maintained within the fund may be used to acquire open space or parkland as well as oversee improvements to existing parks and trail networks.

### REVENUES

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 ADOPTED/2019 BUDGET \$	%
County Open Space Sales Tax	\$ 2,666,991	\$ 2,720,300	\$ 2,720,300	\$ 2,800,000	\$ 79,700	3%
Investment Income	94,252	58,700	58,700	200,000	141,300	241%
<b>TOTAL REVENUES</b>	<b>\$ 2,761,243</b>	<b>\$ 2,779,000</b>	<b>\$ 2,779,000</b>	<b>\$ 3,000,000</b>	<b>\$ 221,000</b>	<b>8%</b>

### EXPENDITURES

<b>Personnel Services:</b>						
Project Support	\$ 133,895	\$ 80,000	\$ 85,760	\$ 80,000	\$ -	0%
<b>Subtotal Personnel Services</b>	<b>\$ 133,895</b>	<b>\$ 80,000</b>	<b>\$ 85,760</b>	<b>\$ 80,000</b>	<b>\$ -</b>	<b>0%</b>
<b>Contracted Services:</b>						
City Attorney Services	\$ 540	\$ -	\$ -	\$ -	\$ -	N/A
<b>Subtotal Contracted Services</b>	<b>\$ 540</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>N/A</b>
<b>Other Services &amp; Supplies:</b>						
Parker Jordan Centennial Open Space Maintenance	\$ -	\$ 50,000	\$ 50,000	\$ 70,000	\$ 20,000	40%
APRD Maintenance	-	10,000	10,000	10,000	-	0%
Other Park, Trail & OS Maintenance	-	125,000	125,000	50,000	(75,000)	-60%
Repair & Maintenance Grounds	25,103	-	-	-	-	N/A
Miscellaneous	476	-	-	-	-	N/A
<b>Subtotal Other Services &amp; Supplies</b>	<b>\$ 25,579</b>	<b>\$ 185,000</b>	<b>\$ 185,000</b>	<b>\$ 130,000</b>	<b>\$ (55,000)</b>	<b>-30%</b>
<b>Capital Outlay:</b>						
Land Improvements	\$ 44,812	\$ 100,000	\$ 100,000	\$ -	\$ (100,000)	-100%
Parks & Recreation	999,962	-	-	-	-	N/A
Center Park Maintenance	-	200,000	240,215	-	(200,000)	-100%
City-Wide Neighborhood Park Improvements	-	250,000	337,333	-	(250,000)	-100%
SSPRD Neighborhood Park Improvements	-	-	110,000	-	-	N/A
Regional Partnerships	-	500,000	500,000	-	(500,000)	-100%
Trails	328,524	-	-	-	-	N/A
Lone Tree Creek (LTC) Trail	-	2,770,000	5,275,434	-	(2,770,000)	-100%
Lone Tree Creek (LTC) Trail Maintenance	-	60,000	60,000	30,000	(30,000)	-50%
East-West Trail Design	-	130,000	152,000	-	(130,000)	-100%
Neighborhood Trail Connections	-	100,000	188,804	-	(100,000)	-100%
<b>Subtotal Capital Outlay</b>	<b>\$ 1,373,298</b>	<b>\$ 4,110,000</b>	<b>\$ 6,963,786</b>	<b>\$ 30,000</b>	<b>\$ (4,080,000)</b>	<b>-99%</b>



	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 ADOPTED/2019 BUDGET	
					\$	%
<b>Level 1 Projects:</b>						
Centennial Center Park	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	N/A
<b>Subtotal Level 1 Projects</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>N/A</b>
<b>Level 2 Projects:</b>						
Lone Tree Creek (LTC) Trail	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000	N/A
2019 City Priority Projects	-	-	-	635,000	635,000	N/A
Neighborhood Trail Connections	-	-	-	50,000	50,000	N/A
<b>Subtotal Level 2 Projects</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 935,000</b>	<b>\$ 935,000</b>	<b>N/A</b>
<b>Level 3 Projects:</b>						
Regional Partnerships	\$ -	\$ -	\$ -	\$ 625,000	\$ 625,000	N/A
<b>Subtotal Level 3 Projects</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 625,000</b>	<b>\$ 625,000</b>	<b>N/A</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,533,312</b>	<b>\$ 4,375,000</b>	<b>\$ 7,234,546</b>	<b>\$ 2,000,000</b>	<b>\$ (2,375,000)</b>	<b>-54%</b>
<b>Revenues Over (Under) Expenditures</b>	<b>\$ 1,227,931</b>	<b>\$ (1,596,000)</b>	<b>\$ (4,455,546)</b>	<b>\$ 1,000,000</b>	<b>\$ 2,596,000</b>	<b>-163%</b>
<b>FUND BALANCE</b>						
Net Change In Fund Balance	\$ 1,227,931	\$ (1,596,000)	\$ (4,455,546)	\$ 1,000,000	\$ 2,596,000	-163%
Committed Fund Balance Long Term Projects	-	-	-	(300,000)	(300,000)	N/A
Beginning Fund Balance	6,942,701	4,348,019	8,170,632	3,920,080	(427,939)	-10%
<b>ENDING FUND BALANCE</b>	<b>\$ 8,170,632</b>	<b>\$ 2,752,019</b>	<b>\$ 3,715,086</b>	<b>\$ 4,620,080</b>	<b>\$ 1,868,061</b>	<b>68%</b>

## OPEN SPACE PROJECTS

### CENTENNIAL CENTER PARK

PROJECT TYPE: LEVEL I  
COUNCIL DISTRICT: DISTRICT 3

This project addresses new construction, repairs and maintenance associated with Centennial Center Park. These could include landscaping and new projects identified within the Park Master Plan.

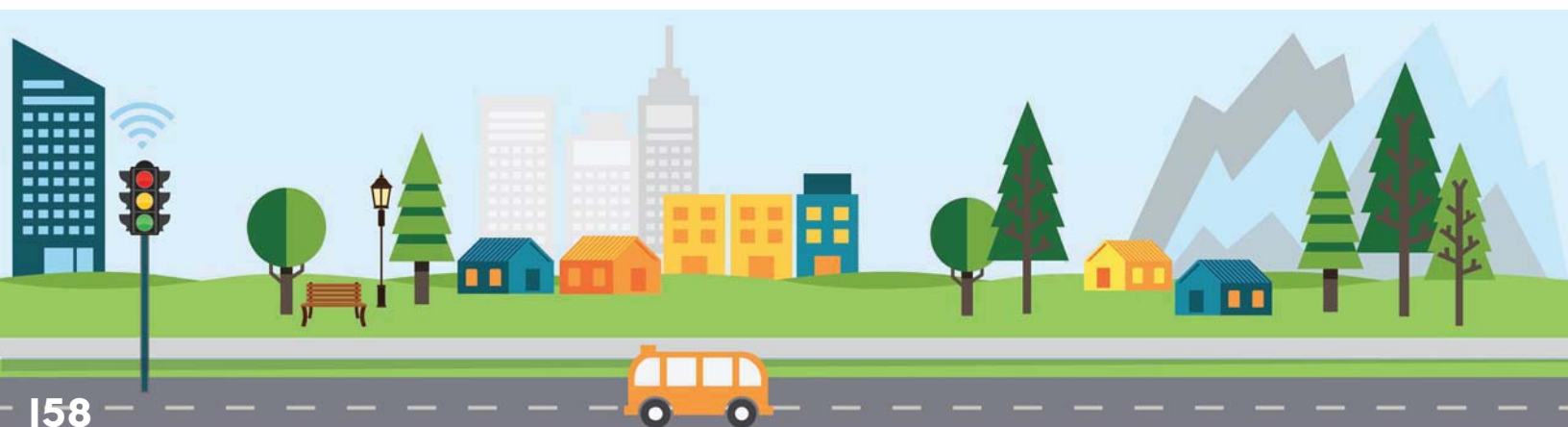
2019 FUNDING SOURCE: OSF LEVEL I PROJECTS

OTHER FUNDING SOURCES: NONE



	2019	2020	2021	2022	2023	TOTAL PLANNED FUNDING
DESIGN & CM	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LAND ACQUISITION	-	-	-	-	-	-
CONSTRUCTION	200,000	200,000	200,000	200,000	200,000	1,000,000
<b>SUBTOTAL CITY COSTS</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 1,000,000</b>
FUNDING FROM OTHER SOURCES	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 1,000,000</b>

ANNUAL O&M IMPACTS: NONE; NEW PARK PROJECTS WILL BE FUNDED BY THE OSF OPERATING BUDGET. THESE PROJECTS INCLUDE LANDSCAPING AND MAINTENANCE, AS IDENTIFIED IN THE PARK MASTER PLAN.



# LONE TREE CREEK TRAIL

PROJECT TYPE: LEVEL 2  
COUNCIL DISTRICT: DISTRICT 3

This project addresses the design, engineering, and construction of the three-phased Lone Tree Creek (LTC) Trail, north-south trail located in Council District 3.

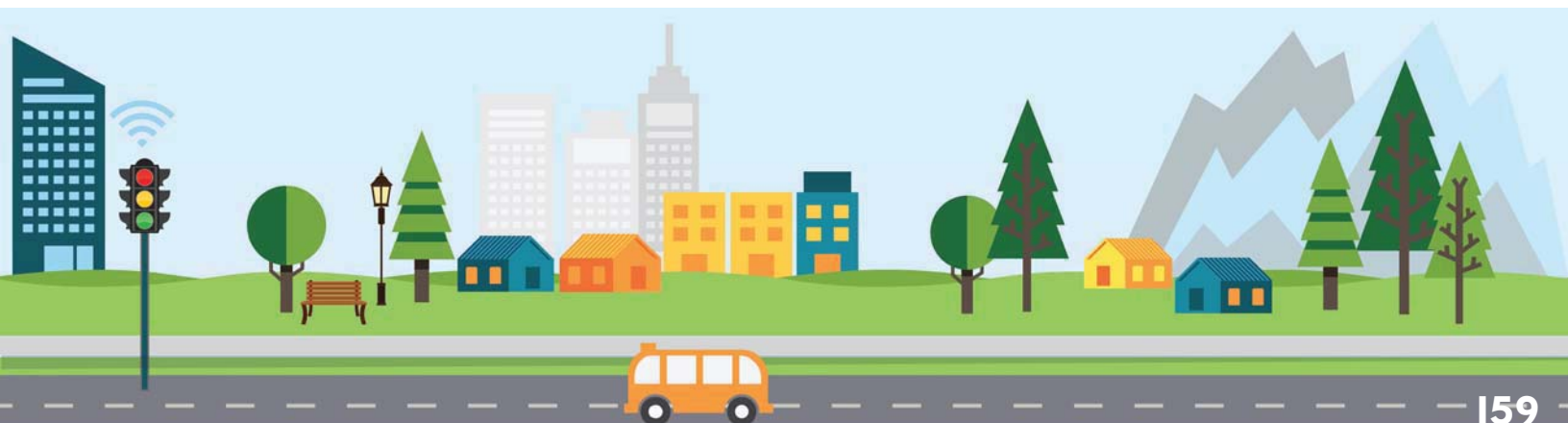
2019 FUNDING SOURCE: OSF LEVEL I PROJECTS

OTHER FUNDING SOURCES: NONE



	2019	2020	2021	2022	2023	TOTAL PLANNED FUNDING
DESIGN & CM	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LAND ACQUISITION	-	-	-	-	-	-
CONSTRUCTION	250,000	-	-	-	-	250,000
<b>SUBTOTAL CITY COSTS</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>
FUNDING FROM OTHER SOURCES	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>

ANNUAL O&M IMPACTS: NONE; THIS PROJECT IS MAINTAINED IN THE OSF OPERATING BUDGET.





# LONE TREE CREEK TRAIL MAINTENANCE

PROJECT TYPE: CAPITAL OUTLAY  
COUNCIL DISTRICT: DISTRICT 3

This project addresses the annual maintenance costs associated with the upkeep and operation of the Lone Tree Creek Trail.

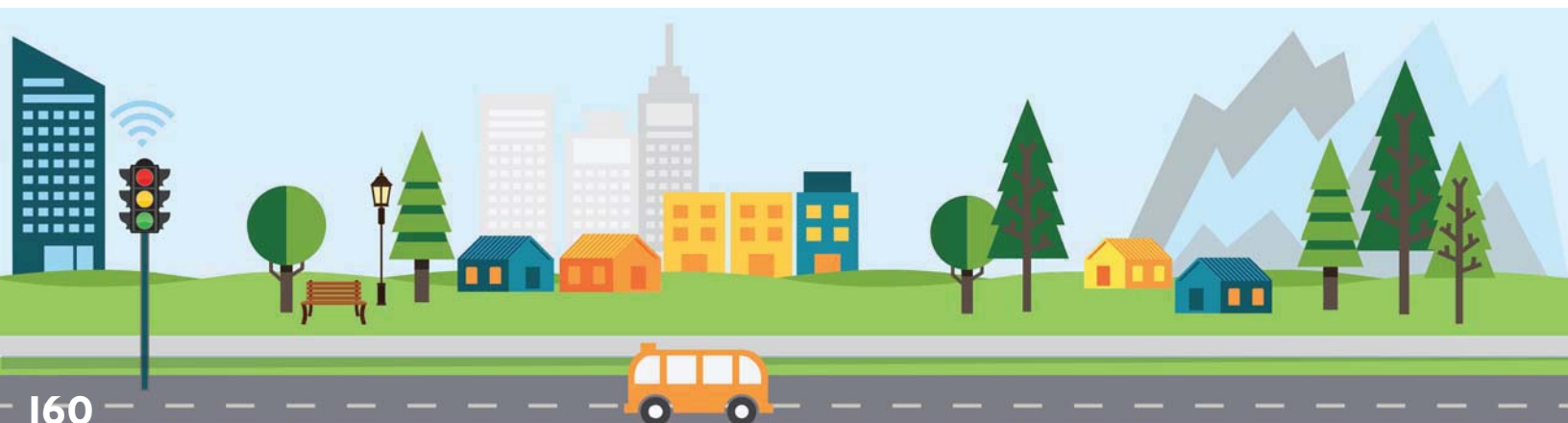
2019 FUNDING SOURCE: OSF CAPITAL OUTLAY

OTHER FUNDING SOURCES: NONE



	2019	2020	2021	2022	2023	TOTAL PLANNED FUNDING
DESIGN & CM	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LAND ACQUISITION	-	-	-	-	-	-
CONSTRUCTION	30,000	30,000	30,000	30,000	30,000	150,000
<b>SUBTOTAL CITY COSTS</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 150,000</b>
FUNDING FROM OTHER SOURCES	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 150,000</b>

ANNUAL O&M IMPACTS: \$30,000 ANNUALLY WILL ADDRESS MAINTENANCE AND IMPROVEMENTS TO THE LONE TREE CREEK TRAIL.



# 2019 CITY PRIORITY PROJECTS

PROJECT TYPE: LEVEL 2  
COUNCIL DISTRICT: ALL (CITY-WIDE)

In accordance with City Council Policy 2018-CCP-01, Open Space Funds not dedicated to reserve shall next be budgeted and appropriated for Allowable Uses that are City-identified projects which City Council approves. Implementing the identified projects will expand City parks, trails, and open space networks.

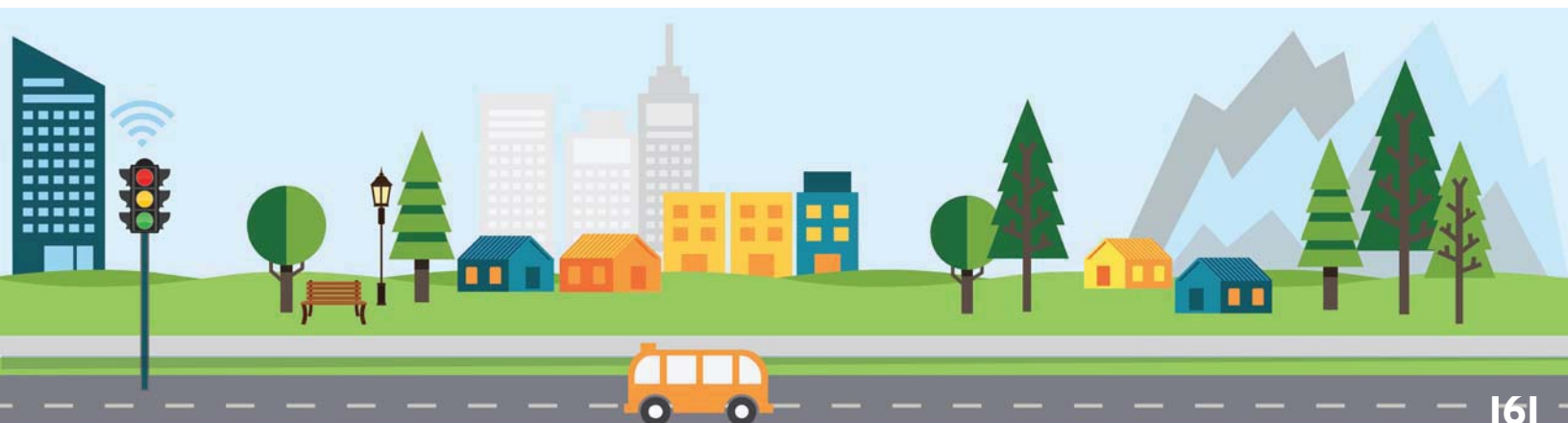
2019 FUNDING SOURCE: OSF LEVEL 2 PROJECTS

OTHER FUNDING SOURCES: NONE



	2019	2020	2021	2022	2023	TOTAL PLANNED FUNDING
DESIGN & CM	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LAND ACQUISITION	-	-	-	-	-	-
CONSTRUCTION	635,000	-	-	-	-	635,000
<b>SUBTOTAL CITY COSTS</b>	<b>\$ 635,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 635,000</b>
FUNDING FROM OTHER SOURCES	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 635,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 635,000</b>

ANNUAL O&M IMPACTS: NONE; PROJECTS AND ASSOCIATED MAINTENANCE WILL BE IDENTIFIED AS PROJECTS ARE APPROVED.



# NEIGHBORHOOD TRAIL CONNECTIONS

PROJECT TYPE: LEVEL 2  
COUNCIL DISTRICT: ALL (CITY-WIDE)

This project provides funding for design, engineering, and construction of regional, neighborhood, and local trail connections as identified by the City.

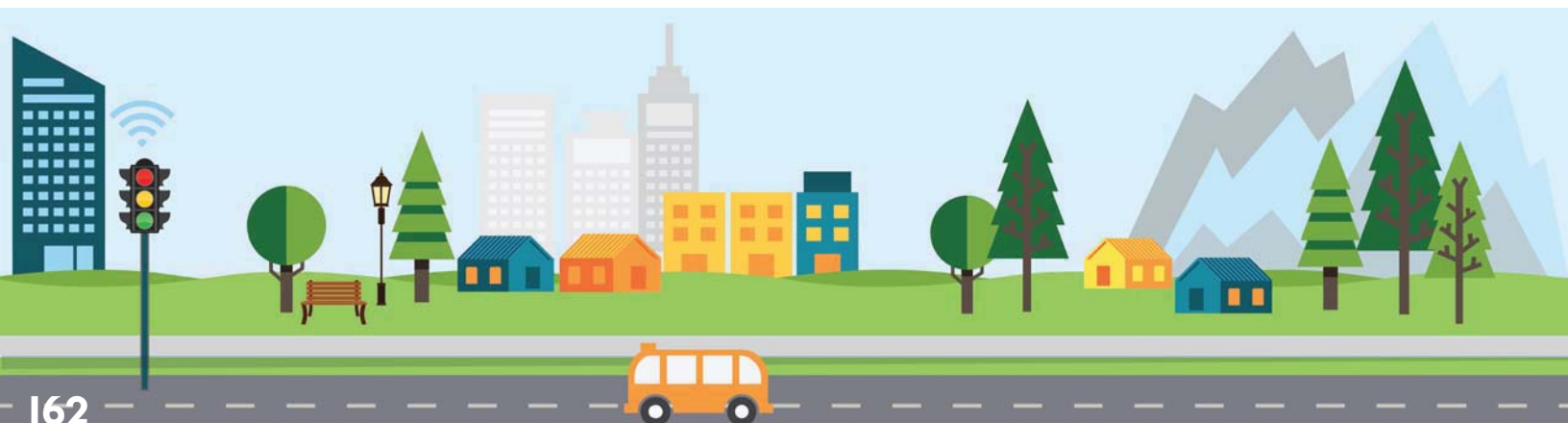
2019 FUNDING SOURCE: OSF LEVEL 2 PROJECTS

OTHER FUNDING SOURCES: NONE



	2019	2020	2021	2022	2023	TOTAL PLANNED FUNDING
DESIGN & CM	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LAND ACQUISITION	-	-	-	-	-	-
CONSTRUCTION	50,000	50,000	50,000	50,000	50,000	250,000
<b>SUBTOTAL CITY COSTS</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 250,000</b>
FUNDING FROM OTHER SOURCES	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 250,000</b>

ANNUAL O&M IMPACTS: NONE; PROJECTS AND ASSOCIATED MAINTENANCE WILL BE IDENTIFIED AS PROJECTS ARE APPROVED. DEPENDING ON PARTNERSHIPS, O&M COSTS WILL BE THE RESPONSIBILITY OF THE DISTRICT IN WHICH THE PROJECT IS COMPLETED.





## REGIONAL PARTNERSHIPS

PROJECT TYPE: LEVEL 3  
COUNCIL DISTRICT: ALL (CITY-WIDE)

In accordance with City Council Policy 2018-CCP-01, up to 25% of the anticipated annual Open Space funding is allocated for Regional Partnership Projects for eligible partners. Projects for 2019 will be identified and approved by City

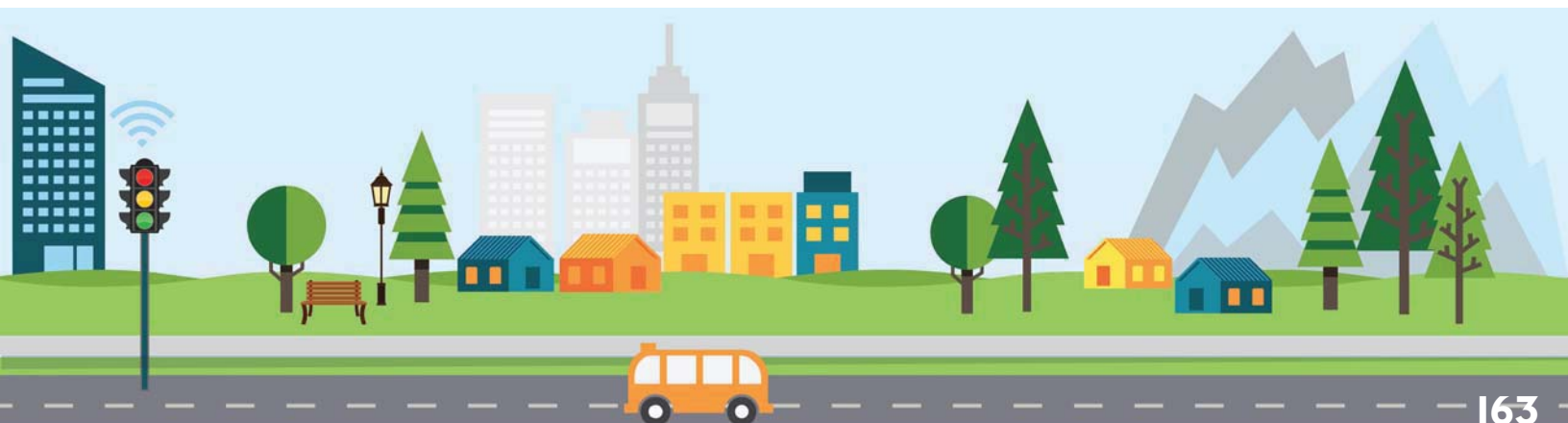
2019 FUNDING SOURCE: OSF LEVEL 3 PROJECTS

OTHER FUNDING SOURCES: NONE



	2019	2020	2021	2022	2023	TOTAL PLANNED FUNDING
DESIGN & CM	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LAND ACQUISITION	-	-	-	-	-	-
CONSTRUCTION	625,000	-	-	-	-	625,000
<b>SUBTOTAL CITY COSTS</b>	<b>\$ 625,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 625,000</b>
FUNDING FROM OTHER SOURCES	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 625,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 625,000</b>

ANNUAL O&M IMPACTS: NONE; PROJECTS AND ASSOCIATED MAINTENANCE WILL BE IDENTIFIED AS PROJECTS ARE APPROVED. O&M COSTS WILL BE THE RESPONSIBILITY OF THE RECREATION DISTRICT OF EACH PROJECT.



# PARKER JORDAN CENTENNIAL OPEN SPACE MAINTENANCE

PROJECT TYPE: SERVICES & SUPPLIES  
COUNCIL DISTRICT: DISTRICT 3

This project is dedicated to the annual maintenance costs associated with the 107-acre Parker Jordan Centennial Open Space (PJCOS) property.

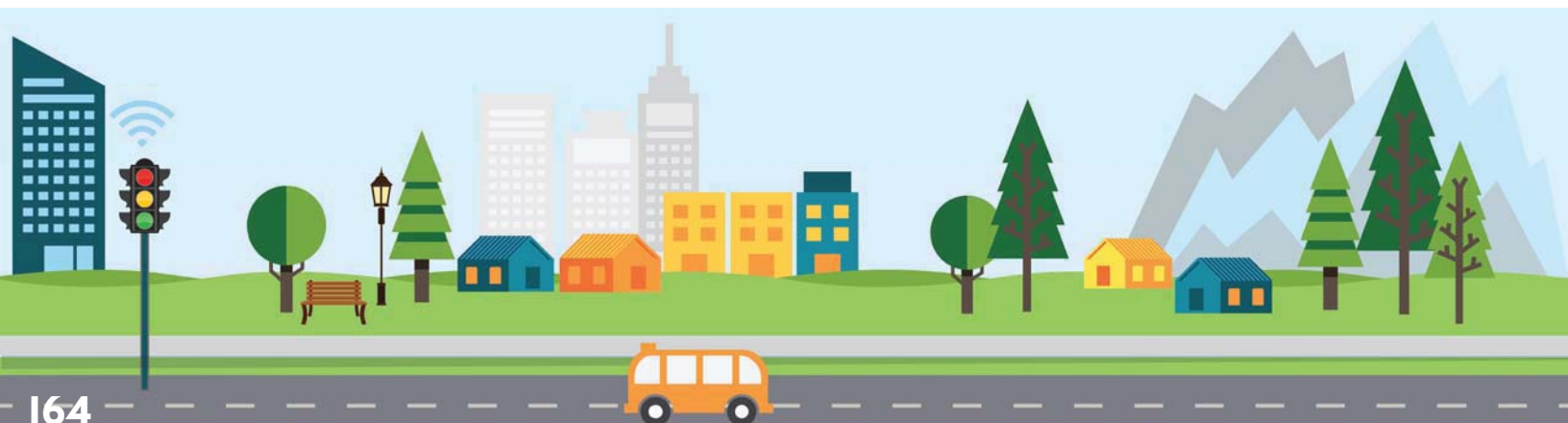
2019 FUNDING SOURCE: OSF SERVICES & SUPPLIES

OTHER FUNDING SOURCES: NONE



	2019	2020	2021	2022	2023	TOTAL PLANNED FUNDING
DESIGN & CM	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LAND ACQUISITION	-	-	-	-	-	-
CONSTRUCTION	70,000	70,000	70,000	70,000	70,000	350,000
<b>SUBTOTAL CITY COSTS</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>	<b>\$ 350,000</b>
FUNDING FROM OTHER SOURCES	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>	<b>\$ 350,000</b>

ANNUAL O&M IMPACTS: \$70,000 ANNUALLY WILL ADDRESS MAINTENANCE AND IMPROVEMENTS TO THE PARKER JORDAN CENTENNIAL OPEN SPACE.



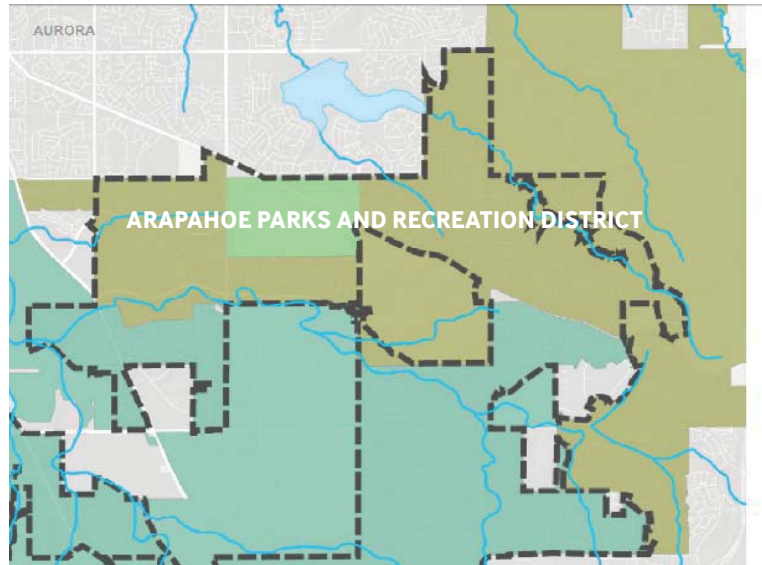
# ARAPAHOE PARK & RECREATION MAINTENANCE

PROJECT TYPE: SERVICES & SUPPLIES  
COUNCIL DISTRICT: DISTRICT 4

This project requires that up to \$10,000 be reimbursed to the Arapahoe Park & Recreation District (APRD) for City-owned facilities that the district maintains on behalf

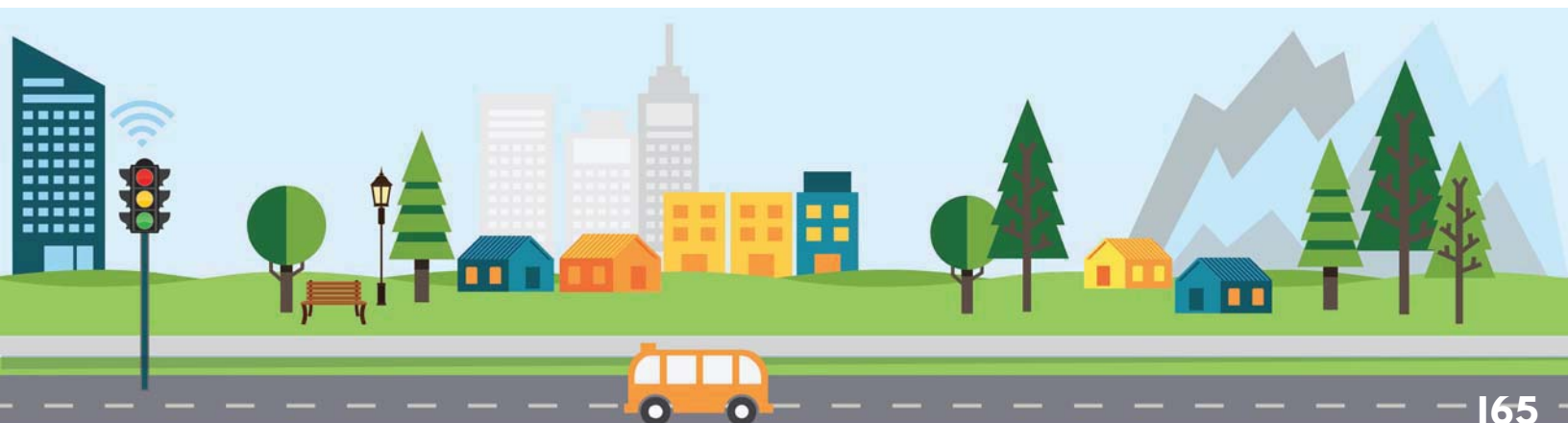
2019 FUNDING SOURCE: OSF SERVICES & SUPPLIES

OTHER FUNDING SOURCES: NONE



	2019	2020	2021	2022	2023	TOTAL PLANNED FUNDING
DESIGN & CM	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LAND ACQUISITION	-	-	-	-	-	-
CONSTRUCTION	10,000	10,000	10,000	10,000	10,000	50,000
<b>SUBTOTAL CITY COSTS</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 50,000</b>
FUNDING FROM OTHER SOURCES	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 50,000</b>

ANNUAL O&M IMPACTS: \$10,000 ANNUALLY WILL ADDRESS MAINTENANCE AND IMPROVEMENTS TO THE ARAPAHOE PARK & RECREATION DISTRICT.





# PARK, TRAIL AND OPEN SPACE MAINTENANCE

PROJECT TYPE: SERVICES & SUPPLIES  
COUNCIL DISTRICT: ALL (CITY-WIDE)

This project provides funding for unanticipated park, trail and open space maintenance.

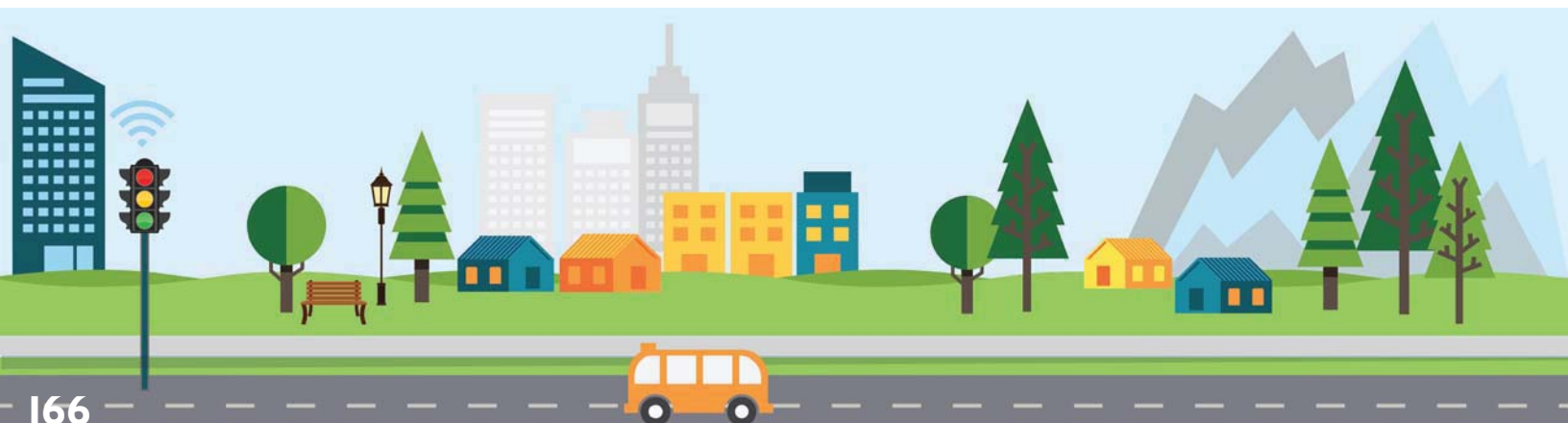
2019 FUNDING SOURCE: OSF SERVICES & SUPPLIES

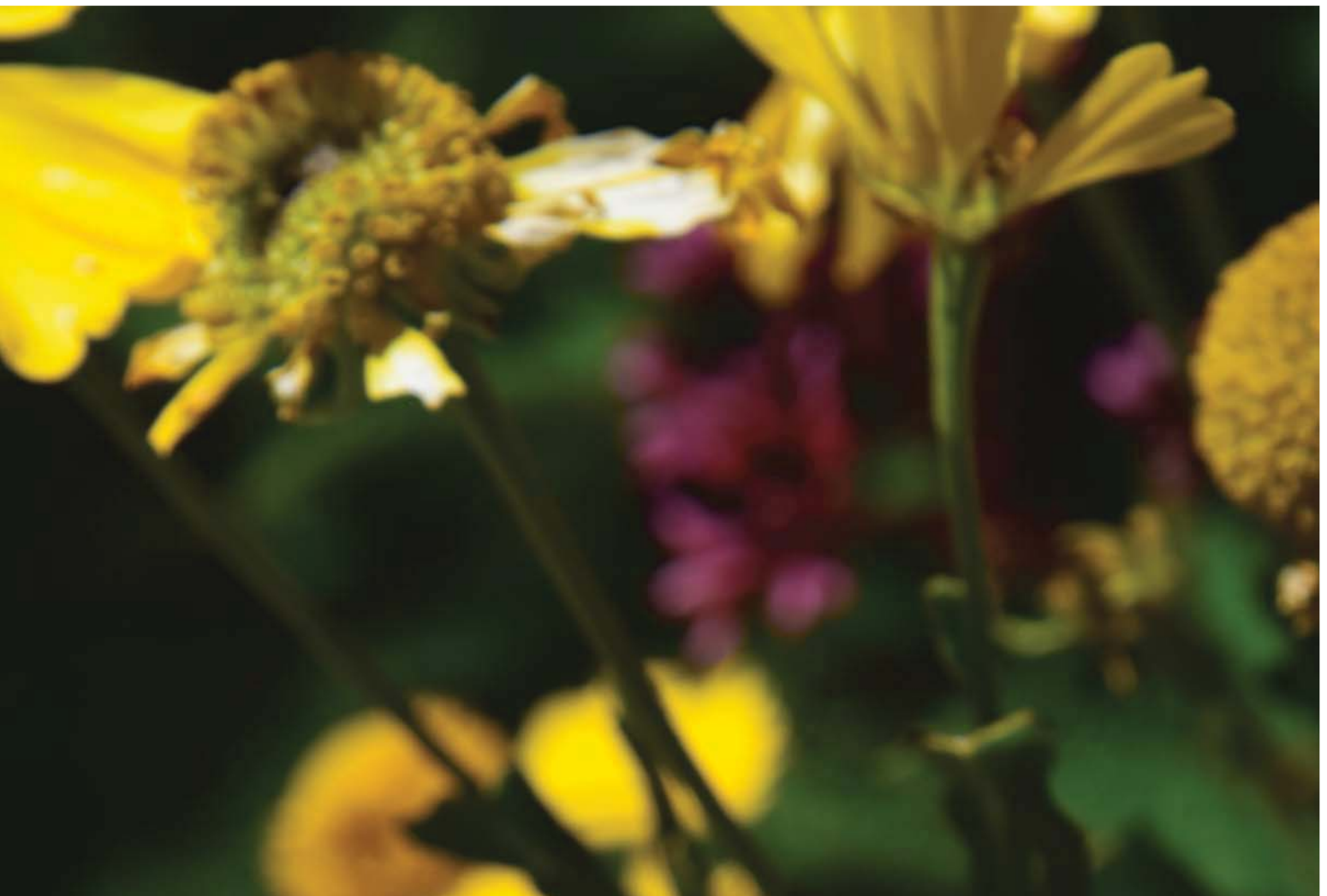
OTHER FUNDING SOURCES: NONE



	2019	2020	2021	2022	2023	TOTAL PLANNED FUNDING
DESIGN & CM	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LAND ACQUISITION	-	-	-	-	-	-
CONSTRUCTION	50,000	50,000	50,000	50,000	50,000	250,000
<b>SUBTOTAL CITY COSTS</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 250,000</b>
FUNDING FROM OTHER SOURCES	-	-	-	-	-	-
<b>TOTAL FUNDING</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 250,000</b>

ANNUAL O&M IMPACTS: NONE; MAINTENANCE WILL BE IDENTIFIED AS PROJECTS ARE APPROVED.





# GIDs & CURA

THE CITY OF CENTENNIAL GOVERNS FOUR (4) GENERAL IMPROVEMENT DISTRICTS (GIDs): ANTELOPE, CHERRY PARK, FOXRIDGE AND WALNUT HILLS. THE PURPOSE OF EACH GID IS TO PROVIDE VARIOUS SERVICES, INCLUDING: LANDSCAPING, UTILITIES, AS WELL AS MAINTENANCE TO PERIMETER STRUCTURES. THE ANTELOPE GID PROVIDES A SYSTEM OF UNDERGROUND WATER PIPELINES TO FURNISH MUNICIPAL WATER SERVICE WITHIN THE GID.

THE CENTENNIAL URBAN REDEVELOPMENT AUTHORITY (CURA) PROVIDES FOR AN URBAN RENEWAL AUTHORITY TO FUNCTION WITHIN THE CITY IN ORDER TO DEVELOP, REDEVELOP OR REHABILITATE THE BLIGHTED AREA WITHIN THE SOUTHGLENN MALL REDEVELOPMENT AREA.





## GENERAL IMPROVEMENT DISTRICTS BUDGET SUMMARY

### REVENUES

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 ADOPTED/2019 BUDGET \$	%
Property Tax	\$ 402,827	\$ 411,222	\$ 411,222	\$ 361,147	\$ (50,075)	-12%
Specific Ownership	34,466	28,702	28,702	31,200	2,498	9%
Investment Income	10,777	8,476	8,476	10,053	1,577	19%
<b>TOTAL REVENUES</b>	<b>\$ 448,070</b>	<b>\$ 448,400</b>	<b>\$ 448,400</b>	<b>\$ 402,400</b>	<b>\$ (46,000)</b>	<b>-10%</b>

### EXPENDITURES

#### Contracted Services:

General	\$ 162,293	\$ 221,050	\$ 221,050	\$ 188,900	\$ (32,150)	-15%
City Attorney Services	4,373	9,500	9,500	9,500	-	0%
<b>Subtotal Contracted Services</b>	<b>\$ 166,666</b>	<b>\$ 230,550</b>	<b>\$ 230,550</b>	<b>\$ 198,400</b>	<b>\$ (32,150)</b>	<b>-14%</b>

#### Other Services & Supplies

#### REVENUE COLLECTION

Country Treasurer's Fee	\$ 6,043	\$ 6,275	\$ 6,275	\$ 5,455	\$ (820)	-13%
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#### DEBT SERVICE

Principal	90,000	95,000	95,000	95,000	-	0%
Interest	97,215	88,075	88,075	85,225	(2,850)	-3%

#### OTHER

Utilities	13,052	13,100	13,100	14,250	1,150	9%
Miscellaneous	14,742	14,250	14,250	14,250	-	0%
<b>Subtotal Other Services &amp; Supplies</b>	<b>\$ 221,052</b>	<b>\$ 216,700</b>	<b>\$ 216,700</b>	<b>\$ 214,180</b>	<b>\$ (2,520)</b>	<b>-1%</b>

<b>TOTAL EXPENDITURES</b>	<b>\$ 387,718</b>	<b>\$ 447,250</b>	<b>\$ 447,250</b>	<b>\$ 412,580</b>	<b>\$ (34,670)</b>	<b>-8%</b>
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<b>Revenues Over (Under) Expenditures</b>	<b>\$ 60,352</b>	<b>\$ 1,150</b>	<b>\$ 1,150</b>	<b>\$ (10,180)</b>	<b>\$ (11,330)</b>	<b>-985%</b>
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### FUND BALANCE

Net Change In Fund Balance	\$ 60,352	\$ 1,150	\$ 1,150	\$ (10,180)	\$ (11,330)	-985%
Beginning Fund Balance	855,103	915,455	915,455	916,605	1,150	0%

<b>ENDING FUND BALANCE</b>	<b>\$ 915,455</b>	<b>\$ 916,605</b>	<b>\$ 916,605</b>	<b>\$ 906,425</b>	<b>\$ (10,180)</b>	<b>-1%</b>
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## ANTELOPE GID & DEBT SERVICE

### REVENUES

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 ADOPTED/2019 BUDGET \$	%
Property Tax	\$ 212,258	\$ 215,000	\$ 215,000	\$ 155,000	\$ (60,000)	-28%
Specific Ownership	18,153	15,744	15,744	16,500	756	5%
Investment Income	346	256	256	300	44	17%
<b>TOTAL REVENUES</b>	<b>\$ 230,757</b>	<b>\$ 231,000</b>	<b>\$ 231,000</b>	<b>\$ 171,800</b>	<b>\$ (59,200)</b>	<b>-26%</b>

### EXPENDITURES

#### Other Services & Supplies

#### REVENUE COLLECTION

Country Treasurer's Fee	\$ 3,184	\$ 3,225	\$ 3,225	\$ 2,325	\$ (900)	-28%
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#### DEBT SERVICE

Principal	90,000	95,000	95,000	95,000	-	0%
Interest	97,215	88,075	88,075	85,225	(2,850)	-3%

#### OTHER

Miscellaneous	6,300	6,250	6,250	6,250	-	0%
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<b>Subtotal Other Services &amp; Supplies</b>	<b>\$ 196,699</b>	<b>\$ 192,550</b>	<b>\$ 192,550</b>	<b>\$ 188,800</b>	<b>\$ (3,750)</b>	<b>-2%</b>
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<b>TOTAL EXPENDITURES</b>	<b>\$ 196,699</b>	<b>\$ 192,550</b>	<b>\$ 192,550</b>	<b>\$ 188,800</b>	<b>\$ (3,750)</b>	<b>-2%</b>
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<b>Revenues Over (Under) Expenditures</b>	<b>\$ 34,058</b>	<b>\$ 38,450</b>	<b>\$ 38,450</b>	<b>\$ (17,000)</b>	<b>\$ (55,450)</b>	<b>-144%</b>
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### FUND BALANCE

Net Change In Fund Balance	\$ 34,058	\$ 38,450	\$ 38,450	\$ (17,000)	\$ (55,450)	-144%
Beginning Fund Balance	48,714	82,772	82,772	121,222	38,450	46%

<b>ENDING FUND BALANCE</b>	<b>\$ 82,772</b>	<b>\$ 121,222</b>	<b>\$ 121,222</b>	<b>\$ 104,222</b>	<b>\$ (17,000)</b>	<b>-14%</b>
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## CHERRY PARK GID

### REVENUES

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 ADOPTED/2019 BUDGET \$	%
Property Tax	\$ 52,180	\$ 53,727	\$ 53,727	\$ 55,650	\$ 1,923	4%
Specific Ownership	4,467	3,428	3,428	4,500	1,072	31%
Investment Income	1,184	1,045	1,045	1,050	5	0%
<b>TOTAL REVENUES</b>	<b>\$ 57,831</b>	<b>\$ 58,200</b>	<b>\$ 58,200</b>	<b>\$ 61,200</b>	<b>\$ 3,000</b>	<b>5%</b>

### EXPENDITURES

#### Contracted Services:

General	\$ 97,569	\$ 30,000	\$ 30,000	\$ 39,500	\$ 9,500	32%
City Attorney Services	1,048	2,500	2,500	2,500	-	0%
<b>Subtotal Contracted Services</b>	<b>\$ 98,617</b>	<b>\$ 32,500</b>	<b>\$ 32,500</b>	<b>\$ 42,000</b>	<b>\$ 9,500</b>	<b>29%</b>

#### Other Services & Supplies

#### REVENUE COLLECTION

Country Treasurer's Fee	\$ 783	\$ 810	\$ 810	\$ 840	\$ 30	4%
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#### OTHER

Utilities	8,349	8,000	8,000	8,500	500	6%
Miscellaneous	2,500	2,500	2,500	2,500	-	0%
<b>Subtotal Other Services &amp; Supplies</b>	<b>\$ 11,632</b>	<b>\$ 11,310</b>	<b>\$ 11,310</b>	<b>\$ 11,840</b>	<b>\$ 530</b>	<b>5%</b>

<b>TOTAL EXPENDITURES</b>	<b>\$ 110,249</b>	<b>\$ 43,810</b>	<b>\$ 43,810</b>	<b>\$ 53,840</b>	<b>\$ 10,030</b>	<b>23%</b>
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<b>Revenues Over (Under) Expenditures</b>	<b>\$ (52,418)</b>	<b>\$ 14,390</b>	<b>\$ 14,390</b>	<b>\$ 7,360</b>	<b>\$ (7,030)</b>	<b>-49%</b>
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### FUND BALANCE

Net Change In Fund Balance	\$ (52,418)	\$ 14,390	\$ 14,390	\$ 7,360	\$ (7,030)	-49%
Beginning Fund Balance	93,032	40,614	40,614	55,004	14,390	35%
<b>ENDING FUND BALANCE</b>	<b>\$ 40,614</b>	<b>\$ 55,004</b>	<b>\$ 55,004</b>	<b>\$ 62,364</b>	<b>\$ 7,360</b>	<b>13%</b>

## FOXRIDGE GID

### REVENUES

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 ADOPTED/2019 BUDGET \$	%
Property Tax	\$ 60,462	\$ 62,288	\$ 62,288	\$ 65,783	\$ 3,495	6%
Specific Ownership	5,178	4,089	4,089	4,600	511	12%
Investment Income	2,793	2,123	2,123	2,617	494	23%
<b>TOTAL REVENUES</b>	<b>\$ 68,433</b>	<b>\$ 68,500</b>	<b>\$ 68,500</b>	<b>\$ 73,000</b>	<b>\$ 4,500</b>	<b>7%</b>

### EXPENDITURES

#### Contracted Services:

General	\$ 31,132	\$ 121,050	\$ 121,050	\$ 83,600	\$ (37,450)	-31%
City Attorney Services	3,325	7,000	7,000	7,000	-	0%
<b>Subtotal Contracted Services</b>	<b>\$ 34,457</b>	<b>\$ 128,050</b>	<b>\$ 128,050</b>	<b>\$ 90,600</b>	<b>\$ (37,450)</b>	<b>-29%</b>

#### Other Services & Supplies

#### REVENUE COLLECTION

Country Treasurer's Fee	\$ 907	\$ 940	\$ 940	\$ 990	\$ 50	5%
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#### OTHER

Utilities	4,489	4,100	4,100	4,750	650	16%
Miscellaneous	3,442	2,500	2,500	2,500	-	0%
<b>Subtotal Other Services &amp; Supplies</b>	<b>\$ 8,838</b>	<b>\$ 7,540</b>	<b>\$ 7,540</b>	<b>\$ 8,240</b>	<b>\$ 700</b>	<b>9%</b>

<b>TOTAL EXPENDITURES</b>	<b>\$ 43,295</b>	<b>\$ 135,590</b>	<b>\$ 135,590</b>	<b>\$ 98,840</b>	<b>\$ (36,750)</b>	<b>-27%</b>
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<b>Revenues Over (Under) Expenditures</b>	<b>\$ 25,138</b>	<b>\$ (67,090)</b>	<b>\$ (67,090)</b>	<b>\$ (25,840)</b>	<b>\$ 41,250</b>	<b>-61%</b>
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### FUND BALANCE

Net Change In Fund Balance	\$ 25,138	\$ (67,090)	\$ (67,090)	\$ (25,840)	\$ 41,250	-61%
Beginning Fund Balance	211,432	236,570	236,570	169,480	(67,090)	-28%
<b>ENDING FUND BALANCE</b>	<b>\$ 236,570</b>	<b>\$ 169,480</b>	<b>\$ 169,480</b>	<b>\$ 143,640</b>	<b>\$ (25,840)</b>	<b>-15%</b>

# WALNUT HILLS GID

## REVENUES

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 ADOPTED/2019 BUDGET	
					\$	%
Property Tax	\$ 77,927	\$ 80,207	\$ 80,207	\$ 84,714	\$ 4,507	6%
Specific Ownership	6,668	5,441	5,441	5,600	159	3%
Investment Income	6,454	5,052	5,052	6,086	1,034	20%
<b>TOTAL REVENUES</b>	<b>\$ 91,049</b>	<b>\$ 90,700</b>	<b>\$ 90,700</b>	<b>\$ 96,400</b>	<b>\$ 5,700</b>	<b>6%</b>

## EXPENDITURES

### Contracted Services:

General	\$ 33,592	\$ 70,000	\$ 70,000	\$ 65,800	\$ (4,200)	-6%
<b>Subtotal Contracted Services</b>	<b>\$ 33,592</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>	<b>\$ 65,800</b>	<b>\$ (4,200)</b>	<b>-6%</b>

### Other Services & Supplies

#### REVENUE COLLECTION

Country Treasurer's Fee	\$ 1,169	\$ 1,300	\$ 1,300	\$ 1,300	\$ -	0%
<b>OTHER</b>						
Utilities	214	1,000	1,000	1,000	-	0%
Miscellaneous	2,500	3,000	3,000	3,000	-	0%
<b>Subtotal Other Services &amp; Supplies</b>	<b>\$ 3,883</b>	<b>\$ 5,300</b>	<b>\$ 5,300</b>	<b>\$ 5,300</b>	<b>\$ -</b>	<b>0%</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 37,475</b>	<b>\$ 75,300</b>	<b>\$ 75,300</b>	<b>\$ 71,100</b>	<b>\$ (4,200)</b>	<b>-6%</b>

Revenues Over (Under) Expenditures	\$ 53,574	\$ 15,400	\$ 15,400	\$ 25,300	\$ 9,900	64%
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## FUND BALANCE

Net Change In Fund Balance	\$ 53,574	\$ 15,400	\$ 15,400	\$ 25,300	\$ 9,900	64%
Beginning Fund Balance	501,925	555,499	555,499	570,899	15,400	3%
<b>ENDING FUND BALANCE</b>	<b>\$ 555,499</b>	<b>\$ 570,899</b>	<b>\$ 570,899</b>	<b>\$ 596,199</b>	<b>\$ 25,300</b>	<b>4%</b>



# CENTENNIAL URBAN REDEVELOPMENT AUTHORITY

## REVENUES

	2017 ACTUAL	2018 ADOPTED	2018 AMENDED	2019 BUDGET	2018 ADOPTED/2019 BUDGET \$	%
Sales Tax	\$ 944,787	\$ 1,077,487	\$ 1,077,487	\$ 995,800	\$ (81,687)	-8%
Property Tax	4,510,963	5,119,164	5,119,164	5,197,000	77,836	2%
Authority Operating Revenue	6,353	150,000	150,000	100,000	(50,000)	-33%
<b>TOTAL REVENUES</b>	<b>\$ 5,462,103</b>	<b>\$ 6,346,651</b>	<b>\$ 6,346,651</b>	<b>\$ 6,292,800</b>	<b>\$ (53,851)</b>	<b>-1%</b>

## EXPENDITURES

### Other Services & Supplies

#### PASS-THRU

Sales Tax Sharing Pass-Thru	\$ 944,787	\$ 1,077,487	\$ 1,077,487	\$ 995,800	\$ (81,687)	-8%
Property Tax Pass-Thru	4,441,872	5,119,164	5,119,164	5,197,000	77,836	2%

#### REVENUE COLLECTION

Treasurer's Fee	49,443	-	-	-	-	-
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#### OTHER

Legal Services	5,518	-	-	-	-	-
Miscellaneous	-	150,000	150,000	100,000	(50,000)	-33%

<b>Subtotal Other Services &amp; Supplies</b>	<b>\$ 5,441,620</b>	<b>\$ 6,346,651</b>	<b>\$ 6,346,651</b>	<b>\$ 6,292,800</b>	<b>\$ (53,851)</b>	<b>-1%</b>
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<b>TOTAL EXPENDITURES</b>	<b>\$ 5,441,620</b>	<b>\$ 6,346,651</b>	<b>\$ 6,346,651</b>	<b>\$ 6,292,800</b>	<b>\$ (53,851)</b>	<b>-1%</b>
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Revenues Over (Under) Expenditures	\$ 20,483	\$ -	\$ -	\$ -	\$ -	-
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## FUND BALANCE

Net Change In Fund Balance	\$ 20,483	\$ -	\$ -	\$ -	-	-
Beginning Fund Balance	434,747	455,230	455,230	455,230	-	0%

<b>ENDING FUND BALANCE</b>	<b>\$ 455,230</b>	<b>\$ 455,230</b>	<b>\$ 455,230</b>	<b>\$ 455,230</b>	<b>\$ -</b>	<b>0%</b>
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# APPENDIX

THE APPENDIX PROVIDES READERS SUPPLEMENTARY MATERIALS FOR FURTHER REFERENCE AND UNDERSTANDING. THE APPENDIX INCLUDES: THE GLOSSARY, ACRONYMS, CITY COUNCIL RESOLUTIONS AND CITY POLICIES





## GLOSSARY

### Accrual Basis of Accounting

The basis of accounting by which revenues are recorded when earned and expenditures are recorded as soon as they result in liabilities for benefits received.

### Ad Valorem Tax

A tax based on value (e.g., a property tax).

### Adopted

The Budget as approved by the City Council.

### Allocation

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

### American Recovery and Reinvestment Act of 2009

\$787 billion economic stimulus package enacted by the United States Government in February of 2009.

### Appropriation

A specific amount of money authorized by the City Council for an approved expenditure.

### Assessed Valuation

A dollar value placed on real estate or other property within the City, as certified by the Arapahoe County Assessor, as a basis for levying property taxes.

### Asset

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

### Authorized Positions

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

### Automobile Use Tax

An Automobile Use Tax of 2.5 percent is collected by 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 beyond one year. Capital assets can be intangible (e.g. easements, water rights, etc.) or tangible (e.g. land, equipment, etc.).

### 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 Fund.

### 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

A capital project maintains, improves or adds new City assets.

### 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, provisions 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.

### Employers Council

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.

### 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 the City Manager's Office 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.

## 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.

#### 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
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. 2018-R-72

#### A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CENTENNIAL, COLORADO ADOPTING THE CITY OF CENTENNIAL 2019 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 2019 ("2019 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 2019 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 2019 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 5, 2018, 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 2019 Budget; and

WHEREAS, the City Manager shall present a separate resolution to the City Council for its consideration 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.**     **2019 Budget.**

- A. The 2019 Budget for the City of Centennial as presented to the City Council is hereby approved and adopted and shall be known as the 2019 Budget for the City. The 2019 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 2019 Budget financial resources, financial uses, and funds available for the City. Copies of the 2019 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 2019 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 2019 Budget as may be permitted by law.

**Section 2. 2019 Appropriations.**

- A. Appropriations for 2019 are hereby approved for the City and are identified in the 2019 Budget, Exhibit A, as “2019 Financial Uses.”
- B. The 2019 Budget provides that appropriations for budget year 2019 for the City (except for the City’s General Fund) shall also include appropriation of previously budgeted and appropriated, but remaining unexpended, funds from 2018 and such funds shall remain available for expenditure in 2019 for the identified purposes of the City, and 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 \$1,000,000 as of December 31, 2019. The Committed Funds are within the “2019 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.

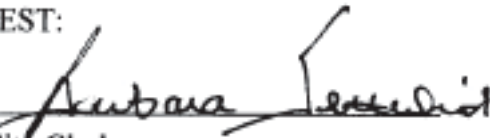
In addition, per City Council Policy 2018-CCP-01, Committed Fund Balance is hereby designated in the Open Space Fund at \$300,000 as of December 31, 2019. The Committed Funds are within the “2019 Ending Fund Balance” for the Open Space Fund as presented on Exhibit A. These funds are not appropriated and are specifically committed for long-term open space-eligible projects. 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.**

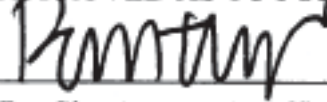
ADOPTED by an affirmative vote of a majority of the City Council in accordance with Section 11.13(a) (3) of the City's Home Rule charter with a vote of 9 in favor and 0 against this 5<sup>th</sup> day of November, 2018.

By:   
Stephanie Piko, Mayor

ATTEST:

By:   
City Clerk

APPROVED AS TO FORM:

  
For City Attorney's Office

## ALL CITY FUNDS SUMMARY

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

<b>Funds</b>	<b>2019 Beginning Fund Balance</b>	<b>2019 Financial Sources</b>	<b>2019 Financial Uses</b>	<b>2019 Ending Fund Balance</b>
General	\$ 28,200,240	\$ 77,071,100	\$ 78,109,410	\$ 27,161,930
Special Revenue Funds	6,738,000	3,665,000	2,632,500	7,770,500
Open Space	3,920,080	3,000,000	2,000,000	4,920,080
Conservation Trust	2,817,920	665,000	632,500	2,850,420
Capital Improvement Fund	24,630,630	10,788,000	13,466,200	21,952,430
Enterprise Funds	-	4,818,500	4,818,500	-
Land Use	-	4,546,500	4,546,500	-
Fiber Works	-	272,000	272,000	-

**CITY OF CENTENNIAL,  
COLORADO**

**RESOLUTION NO. 2018-R-76**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CENTENNIAL,  
COLORADO TO SET THE 2018 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 2019 ("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 5, 2018, 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 5, 2018, the City Council approved the 2019 Budget and made necessary appropriations by Resolution 2018-R-72; and

WHEREAS, the funds necessary to meet projected appropriations for Fiscal Year 2019 equal the amount of \$78,109,410; and

WHEREAS, the 2018 net valuation for assessment of real property within the City, as certified by the Arapahoe County Assessor, is \$2,199,203,070; and

WHEREAS, Section 11.8 of the Centennial Home Rule Charter requires the City Council to fix the amount of tax levy annually.

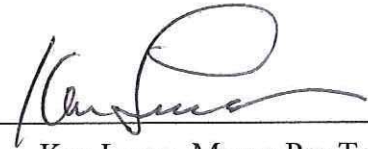
**NOW, THEREFORE, BE IT RESOLVED** by the City Council of the City of Centennial, Colorado as follows:

**TO SET MILL LEVY**


1. That for the purpose of meeting general operating expenses of the City during the 2019 budget year, there is hereby levied a tax of 4.982 mills plus 0.021 mills for abatements and refunds upon each dollar of total valuation for assessment of all taxable property within the City, to raise \$11,002,613 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 7 in favor and 0 against this 10th day of December, 2018.

By:   
Ken Lucas, Mayor Pro Tem

ATTEST:

By:   
City Clerk or Deputy City Clerk

APPROVED AS TO FORM:

  
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 2018, the \_\_\_\_\_ City Council \_\_\_\_\_ of the  
(governing body)

\_\_\_\_\_ City of Centennial \_\_\_\_\_ hereby certifies a total levy of \_\_\_\_\_ 5.003 \_\_\_\_\_ mills  
(unit of government)

to be extended by you upon the total assessed valuation of \$ \_\_\_\_\_ 2,199,203,070 \_\_\_\_\_

to produce \$ \_\_\_\_\_ 11,002,613 \_\_\_\_\_ in revenue.

The levies and revenues are for the following purposes:

	LEVY	REVENUE
1. General Operating Expense	_____ 4.982 _____ mills	\$ _____ 10,955,939 _____
2. Refund / Abatements	_____ 0.021 _____ mills	\$ _____ 46,674 _____
3. Temporary Tax Credit or		
Rate Reduction (minus)	< _____ > mills	\$ < _____ >
SUBTOTAL	_____ 5.003 _____ mills	\$ _____ 11,002,613 _____
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	_____ 5.003 _____ mills	\$ _____ 11,002,613 _____

Contact Person: \_\_\_\_\_ Doug Farman, Finance Director

Daytime Telephone Number \_\_\_\_\_ 303-754-3225

Signed \_\_\_\_\_

Title \_\_\_\_\_ Mayor Pro Tem

**BOARD OF DIRECTORS  
FOR THE  
FOXTRIDGE GENERAL IMPROVEMENT DISTRICT  
CENTENNIAL, COLORADO**

**RESOLUTION NO. 2018-FRGID-R-02**

**A RESOLUTION OF THE BOARD OF DIRECTORS OF THE  
FOXTRIDGE GENERAL IMPROVEMENT DISTRICT TO SET THE  
2018 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 2019 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 5, 2018, 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 5, 2018; and

WHEREAS, the amount of money available for 2019 Financial Uses is \$98,840; and

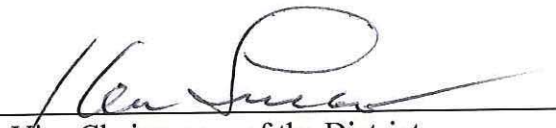
WHEREAS, the 2018 net valuation for assessment of real property within the District, as certified by the Arapahoe County Assessor, is \$30,801,456.


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 2019 budget year, there is hereby levied a tax of 2.151 mills, for Budget Year 2019, upon each dollar of total valuation for assessment of all taxable property within the District, to raise \$66,254 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 7 in favor and 0 against this 10th day of December, 2018.

By:   
Vice Chairperson of the District

ATTEST:  
By:   
Secretary to District

Approved as to Form:  
By:   
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 2018, the Board of Directors of the  
(governing body)

Foxridge General Improvement District hereby certifies a total levy of 2.151 mills  
(unit of government)

to be extended by you upon the total assessed valuation of \$ 30,801,456

to produce \$ 66,254 in revenue.

The levies and revenues are for the following purposes:

	LEVY	REVENUE
1. General Operating Expense	2.151 mills	\$ 66,254
2. Refund / Abatements	_____ mills	\$ _____
3. Temporary Tax Credit or Rate Reduction (minus)	< _____ > mills	\$ < _____ >
SUBTOTAL	2.151 mills	\$ 66,254
4. General Obligation Bonds and Interest		
a. See attached description	_____ mills	\$ _____
b. See attached description	_____ mills	\$ _____
SUBTOTAL	_____ mills	\$ _____
5. Contractual Obligations Approved at election	_____ mills	\$ _____
a. See attached description	_____ mills	\$ _____
b. See attached description	_____ mills	\$ _____
SUBTOTAL	_____ mills	\$ _____
6. Capital Expenditures levied pursuant to 29-1-301(1.2) or 29-1-302(1.5) CRS.	_____ mills	\$ _____
7. Other (specify)	_____ mills	\$ _____
TOTAL	2.151 mills	\$ 66,254

Contact Person: Doug Farnen, Finance Director Daytime Telephone Number 303-754-3325

Signed \_\_\_\_\_ Title Chairman

## GENERAL IMPROVEMENT DISTRICTS FUNDS SUMMARY

The following chart summarizes the financial resources, financial uses, and funds available for all General Improvement District funds.

<b>Funds</b>	<b>2019 Beginning Fund Balance</b>	<b>2019 Financial Sources</b>	<b>2019 Financial Uses</b>	<b>2019 Ending Fund Balance</b>
Special Revenue Funds	\$ 966,610	\$ 402,400	\$ 412,580	\$ 956,430
Cherry Park GID	55,000	61,200	53,840	62,360
Foxridge GID	169,480	73,000	98,840	143,640
Walnut Hills GID	570,900	96,400	71,100	596,200
Antelope GID	171,230	171,800	188,800	154,230



**BOARD OF DIRECTORS  
FOR THE  
CHERRY PARK GENERAL IMPROVEMENT DISTRICT  
CENTENNIAL, COLORADO**

**RESOLUTION NO. 2018-CPGID-R-02**

**A RESOLUTION OF THE BOARD OF DIRECTORS OF THE  
CHERRY PARK GENERAL IMPROVEMENT DISTRICT TO SET  
THE 2018 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 2019 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 5, 2018, 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 5, 2018; and

WHEREAS, the amount of money available for 2019 Financial Uses is \$53,840; and

WHEREAS, the 2018 net valuation for assessment of real property within the District, as certified by the Arapahoe County Assessor, is \$13,209,372.

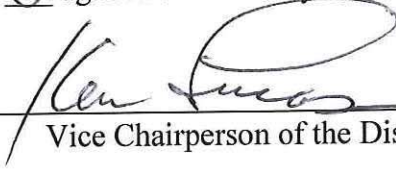
NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Cherry Park General Improvement District:

**TO SET MILL LEVY**

1. That for the purpose of meeting general operating expenses of the District during the 2019 budget year, there is hereby levied a tax of 4.437 mills less a temporary rate reduction for Budget Year 2019 of 0.118 mills for a total mill levy of 4.319 upon each dollar of total valuation for assessment of all taxable property within the District, to raise \$57,051 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.

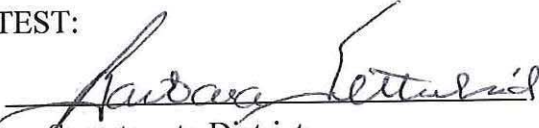
ADOPTED by a vote of 7 in favor and 0 against this 10<sup>th</sup> day of December, 2018.

By: \_\_\_\_\_

  
Vice Chairperson of the District

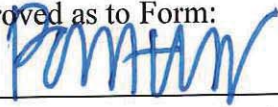
ATTEST:

By: \_\_\_\_\_

  
Secretary to District

Approved as to Form:

By: \_\_\_\_\_

  
Attorney for District

## **CERTIFICATION OF TAX LEVIES**

DISTRICT ID 4206

CHERRY PARK GENERAL IMPROVEMENT DISTRICT

TO: County Commissioners of Arapahoe County, Colorado

For the year 2018, the Board of Directors of the \_\_\_\_\_  
(governing body)

Cherry Park General Improvement District hereby certifies a total levy of 4.319 mills  
(unit of government)

to be extended by you upon the total assessed valuation of \$ 13,209,372

to produce \$ 57,051 in revenue.

The levies and revenues are for the following purposes:

	LEVY	REVENUE
1. General Operating Expense	<u>4.437</u> mills	\$ <u>58,610</u>
2. Refund / Abatements	<u>                    </u> mills	\$ <u>                    </u>
3. Temporary Tax Credit or Rate Reduction (minus)	<u>&lt; 0.118 &gt;</u> mills	\$ <u>&lt; 1,559 &gt;</u>
SUBTOTAL	<u>4.319</u> mills	\$ <u>57,051</u>
4. General Obligation Bonds and Interest		
a. See attached description	<u>                    </u> mills	\$ <u>                    </u>
b. See attached description	<u>                    </u> mills	\$ <u>                    </u>
SUBTOTAL	<u>                    </u> mills	\$ <u>                    </u>
5. Contractual Obligations Approved at election	<u>                    </u> mills	\$ <u>                    </u>
a. See attached description	<u>                    </u> mills	\$ <u>                    </u>
b. See attached description	<u>                    </u> mills	\$ <u>                    </u>
SUBTOTAL	<u>                    </u> mills	\$ <u>                    </u>
6. Capital Expenditures levied pursuant to 29-1-301(1.2) or 29-1-302(1.5) CRS.	<u>                    </u> mills	\$ <u>                    </u>
7. Other (specify)	<u>                    </u> mills	\$ <u>                    </u>
TOTAL	<u>4.319</u> mills	\$ <u>57,051</u>

**Contact Person:** Doug Farmen, Finance Director

Daytime Telephone Number 303-754-3225

Signed \_\_\_\_\_

Title John Chair

## GENERAL IMPROVEMENT DISTRICTS FUNDS SUMMARY

The following chart summarizes the financial resources, financial uses, and funds available for all General Improvement District funds.

<b>Funds</b>	<b>2019 Beginning Fund Balance</b>	<b>2019 Financial Sources</b>	<b>2019 Financial Uses</b>	<b>2019 Ending Fund Balance</b>
Special Revenue Funds	\$ 966,610	\$ 402,400	\$ 412,580	\$ 956,430
Cherry Park GID	55,000	61,200	53,840	62,360
Foxridge GID	169,480	73,000	98,840	143,640
Walnut Hills GID	570,900	96,400	71,100	596,200
Antelope GID	171,230	171,800	188,800	154,230



**BOARD OF DIRECTORS  
FOR THE  
WALNUT HILLS GENERAL IMPROVEMENT DISTRICT  
CENTENNIAL, COLORADO**

**RESOLUTION NO. 2018-WHGID-R-02**

**A RESOLUTION OF THE BOARD OF DIRECTORS OF WALNUT  
HILLS GENERAL IMPROVEMENT DISTRICT TO SET THE 2018  
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 2019 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 5, 2018, 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 5, 2018; and

WHEREAS, the amount of money available for 2019 Financial Uses is \$71,100; and

WHEREAS, the 2018 net valuation for assessment of real property within the District, as certified by the Arapahoe County Assessor, is \$31,470,380.

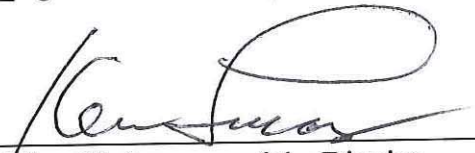


NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Walnut Hills General Improvement District:

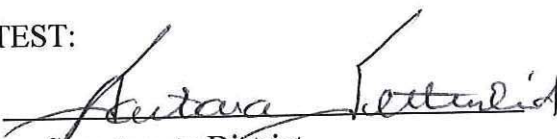
**TO SET MILL LEVY**

1. That for the purpose of meeting general operating expenses of the District during the 2019 budget year, there is hereby levied a tax of 3.112 mills less a temporary rate reduction for Budget Year 2019 of 0.352 mills for a total mill levy of 2.760 upon each dollar of total valuation for assessment of all taxable property within the District, to raise \$86,858 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.

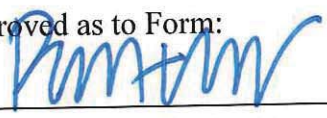
ADOPTED by a vote of 7 in favor and 0 against this 10th day of December, 2018.

By:   
Vice Chairperson of the District

ATTEST:

By:   
Secretary to District

Approved as to Form:

By:   
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 2018, the \_\_\_\_\_ Board of Directors \_\_\_\_\_ of the  
(governing body)

\_\_\_\_\_ Walnut Hills General Improvement District \_\_\_\_\_ hereby certifies a total levy of \_\_\_\_\_ 2.760 \_\_\_\_\_ mills  
(unit of government)

to be extended by you upon the total assessed valuation of \$ \_\_\_\_\_ 31,470,380 \_\_\_\_\_

to produce \$ \_\_\_\_\_ 82,247 \_\_\_\_\_ in revenue.

The levies and revenues are for the following purposes:

	LEVY	REVENUE
1. General Operating Expense	_____ 3.112 _____ mills	\$ _____ 97,936 _____
2. Refund / Abatements	_____ _____ mills	\$ _____
3. Temporary Tax Credit or Rate Reduction (minus)	< _____ 0.352 _____ > mills	\$ < _____ 11,078 _____ >
SUBTOTAL	_____ 2.760 _____ mills	\$ _____ 86,858 _____
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	_____ 2.760 _____ mills	\$ _____ 86,858 _____

Contact Person: \_\_\_\_\_ Doug Farmen, Finance Director \_\_\_\_\_

Daytime Telephone Number \_\_\_\_\_ 303-754-3225 \_\_\_\_\_

Signed \_\_\_\_\_

Title \_\_\_\_\_ *Ken Jones* \_\_\_\_\_  
Chair

## GENERAL IMPROVEMENT DISTRICTS FUNDS SUMMARY

The following chart summarizes the financial resources, financial uses, and funds available for all General Improvement District funds.

<b>Funds</b>	<b>2019 Beginning Fund Balance</b>	<b>2019 Financial Sources</b>	<b>2019 Financial Uses</b>	<b>2019 Ending Fund Balance</b>
Special Revenue Funds	\$ 966,610	\$ 402,400	\$ 412,580	\$ 956,430
Cherry Park GID	55,000	61,200	53,840	62,360
Foxridge GID	169,480	73,000	98,840	143,640
Walnut Hills GID	570,900	96,400	71,100	596,200
Antelope GID	171,230	171,800	188,800	154,230

**BOARD OF DIRECTORS  
FOR THE  
ANTELOPE WATER SYSTEM GENERAL IMPROVEMENT DISTRICT  
CENTENNIAL, COLORADO**

**RESOLUTION NO. 2018-AGID-R-02**

**A RESOLUTION OF THE BOARD OF DIRECTORS OF THE  
ANTELOPE WATER SYSTEM GENERAL IMPROVEMENT DISTRICT  
TO SET THE 2018 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 2019 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 5, 2018, 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 5, 2018; and

WHEREAS, the amount of money available for 2019 Financial Uses is \$188,800; and

WHEREAS, the 2018 net valuation for assessment of real property within the District, as certified by the Arapahoe County Assessor, is \$5,426,286.

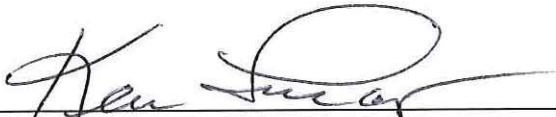
NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Antelope Water System General Improvement District:



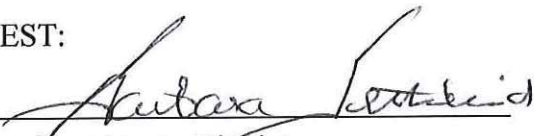
**TO SET MILL LEVY**

1. That for the purpose of meeting general operating expenses and debt service payments of the District during the 2019 budget year, there is hereby levied a tax of 1.106 mills for General Operating Expenses, plus 27.459 mills for General Obligation Bond and Interest, for a total mill levy of 28.565 upon each dollar of total valuation for assessment of all taxable property within the District, to raise \$155,000 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.

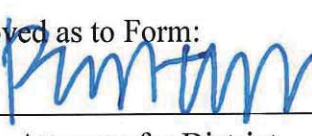
ADOPTED by a vote of 7 in favor and 0 against this 10<sup>th</sup> day of December, 2018.

By:   
Vice Chairperson of the District

ATTEST:

By:   
Secretary to District

Approved as to Form:

By:   
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 2018, the Board of Directors of the  
(governing body)

Antelope Water System General Improvement District hereby certifies a total levy of 28.565 mills  
(unit of government)

to be extended by you upon the total assessed valuation of \$ 5,426,286

to produce \$ 155,000 in revenue.

The levies and revenues are for the following purposes:

		LEVY	REVENUE
1.	General Operating Expense	1.106 mills	\$ 6,000
2.	Refund / Abatements	_____ mills	\$ _____
3.	Temporary Tax Credit or Rate Reduction (minus)	< _____ > mills	\$ < _____ >
	SUBTOTAL	1.106 mills	\$ 6,000
4.	General Obligation Bonds and Interest		
	a. See attached description	27.459 mills	\$ 149,000
	b. See attached description	_____ mills	\$ _____
	SUBTOTAL	27.459 mills	\$ 149,000
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	28.565 mills	\$ 155,000

**Contact Person:** Doug Farmen, Finance Director

Daytime Telephone Number 303-754-3325

Signed \_\_\_\_\_

Title Chair

## 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: 27.459 Revenue: \$149,000

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**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)

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The above information is required by 32-1-1603 C.R.S.

## GENERAL IMPROVEMENT DISTRICTS FUNDS SUMMARY

The following chart summarizes the financial resources, financial uses, and funds available for all General Improvement District funds.

<b>Funds</b>	<b>2019 Beginning Fund Balance</b>	<b>2019 Financial Sources</b>	<b>2019 Financial Uses</b>	<b>2019 Ending Fund Balance</b>
Special Revenue Funds	\$ 966,610	\$ 402,400	\$ 412,580	\$ 956,430
Cherry Park GID	55,000	61,200	53,840	62,360
Foxridge GID	169,480	73,000	98,840	143,640
Walnut Hills GID	570,900	96,400	71,100	596,200
Antelope GID	171,230	171,800	188,800	154,230



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## **CITY MANAGER'S AUTHORIZED EXPENITURES**

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### **CITY OF CENTENNIAL, COLORADO**

#### **RESOLUTION NO. 2018-R-78**

#### **A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CENTENNIAL, COLORADO, AUTHORIZING THE CITY MANAGER TO EXECUTE CERTAIN CONTRACTS ON BEHALF OF THE CITY FOR SERVICES AND GOODS DURING CALENDAR YEAR 2019**

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:

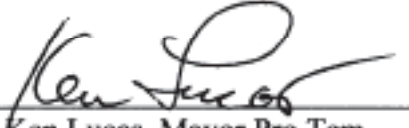
**Section 1.** The City Council authorizes the City Manager to execute on behalf of the City of Centennial such agreements, contracts, orders, and other documents necessary or desirable to contract for the performance of services and/or the acquisition of goods identified in the attached **Exhibit A** provided that:

- The contract is identified in the attached **Exhibit A** titled "*Authorized Expenditures Over the City Manager's Approval Amount Schedule, 2019 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, 2019.

**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 7 in favor and 0 against this 10<sup>th</sup> day of December, 2018.

By:   
Ken Lucas, Mayor Pro Tem

ATTEST:

By:   
City Clerk or Deputy City Clerk

Approved as to Form:  
By:   
For City Attorney's Office

**2019 Authorization Summary**

<i>As Shown in the 2019 Adopted Budget</i>				
Department	Description	2019 Original Authorization	Comments	Fund
<b>Communications</b>				
	Community Activities	\$ 215,000	Team Player Productions or similar vendor	General Fund
<b>Total</b>	<b>Communications</b>	<b>\$ 215,000</b>		
<b>Finance</b>				
	Auditing Services - Sales Tax Program	\$ 260,000	Revenue Recovery Group Contract	General Fund
	Property and Casualty Insurance Services	368,000	CIRSA Insurance	General Fund
	Sales & Use Tax Administration Services	488,000	PReMa Corp. Contract	General Fund
<b>Total</b>	<b>Finance</b>	<b>\$ 1,116,000</b>		
<b>Public Works</b>				
	Materials - Snow Removal	\$ 700,000		General Fund
<b>Total</b>	<b>Public Works</b>	<b>\$ 700,000</b>		
<b>Capital Improvement Fund</b>				
	Street Rehabilitation Program	\$ 7,500,000	Annual Street Program	Capital Improvement Fund
<b>Total</b>	<b>Capital Improvement Fund</b>	<b>\$ 7,500,000</b>		
<b>TOTAL AUTHORIZED EXPENDITURES</b>		<b>\$ 9,531,000</b>		

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**CITY OF CENTENNIAL, COLORADO**  
13133 East Arapahoe Road, Centennial, Colorado 80112

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**ADMINISTRATIVE POLICY**  
**No. 2013-AP-01**

**CENTENNIAL PURCHASING POLICY**

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**I. AUTHORITY:**

The City Manager is authorized to promulgate administrative policies pursuant to Section 2-2-130(b)(7) of the City of Centennial Municipal Code subject to ratification of such policy by the City Council. Specific authority to adopt a purchasing policy is set forth therein. The City Manager is authorized to adopt administrative directives outlining purchasing procedures consistent with this policy.

The City Manager is also authorized to execute certain contracts on behalf of the City within limits as set forth in Section 2-2-130(b) of the Centennial Municipal Code. If approved by City Council, Section 2-2-130(b) of the Centennial Municipal Code permits delegation by the City Manager of contract approval authority. Ratification of this policy by the City Council authorizes the City Manager to delegate the approval of contracts, agreements and purchase orders for goods and services (a) up to \$30,000 to Department Directors if such delegation is in writing signed by the City Manager and sufficient funds have been budgeted and appropriated by the City Council and (b) up to \$5,000 to Department Directors or Division Managers provided that sufficient funds have been budgeted and appropriated by the City Council.

**II. PURPOSE OF POLICY:**

To provide for the fair and equitable treatment of all persons involved in public purchasing by the City, to maximize the purchasing value of public funds, to standardize the City's purchasing rules and regulations for orderly and efficient administration, to provide safeguards for maintaining a procurement system of quality and integrity, and to foster effective, broad-based competition to ensure that the City receives best value.

**III. SCOPE:**

This policy governs the procurement of all materials, equipment, construction and services required by the City and shall apply to purchases made for the City by City employees and by contractors for the City acting as purchasing agents for the City if the City pays directly for the procured goods or services.

**IV. DEFINITIONS:**

Consistent with this policy, the City Manager is authorized to assign definitions to specialized terms used in this policy. Other words or terms used in this policy shall have their general meaning as defined by the Merriam Webster on-line Dictionary, <http://www.merriam-webster.com/>

## V. POLICY:

**1.0 Responsibility and Delegation.** The City Manager is responsible for the City's purchasing system. As such, the City Manager is authorized to delegate and to adopt policies and procedures through directives or otherwise, consistent with this Policy, to implement and further the purchasing processes of the City.

### 2.0 Pre-Procurement Requirements.

**2.1 Procurement Classifications.** The following procurement classifications shall determine the procurement method and approvals required.

**PROCUREMENT CLASSIFICATION 1: Small Purchase Procurement.** Small purchase procurement is used for the purchase of goods and services **up to \$5,000** and such purchases require only that the City staff member making the purchase ensures that a reasonable and adequate number of price checks or quotes is made by email, personal inspection, or discussions with vendors to ensure a quality product or service is obtained and best value is determined.

**PROCUREMENT CLASSIFICATION 2: Simplified Procurement.** Simplified Procurement is utilized for simple purchase activities of goods and services of **over \$5,000 up to \$30,000**. A reasonable and adequate number of price checks or quotes of no less than three (3) should be solicited by email, personal inspection, or discussions with vendors to ensure a quality product or service is obtained and best value is determined. Prior to commencing any purchase classified as Simplified Procurement, the proposed purchase and process shall be reviewed by the Purchasing Manager.

**PROCUREMENT CLASSIFICATION 3: Formal Procurement.** Formal Procurement is utilized for purchase activities of goods and services of **\$30,000 and over** and requires a competitive sealed process such as an Invitation for Bid (IFB), Reverse Auction or Request for Proposal (RFP) process. Prior to commencing any purchase classified as Formal Procurement, the proposed purchase and process shall be reviewed by the Purchasing Manager.

### 2.2 Valuing Procurement for Purpose of Proper Classification and Permissible Renewals/Extensions.

- (a) Purchases shall not be artificially divided to circumvent the procurement classification and associated procurement process.
- (b) If numerous items are being purchased from one vendor on a single order, the aggregate price is the determining factor with regard to procurement classification.
- (c) In determining procurement value when purchasing services by contract, the following guidelines shall be used:
  - (1) If services are provided on a lump sum basis, the lump sum amount shall determine the value of the procurement. If lump sum services are compensated on an annual basis (instead of on a one-time basis) the procurement value shall be determined by multiplying the annual lump sum amount by the number of years in the term (not to include optional renewal terms contemplated by the contract).

- (2) If services are provided on a time and materials basis, the value of the procurement shall be determined by multiplying the annual maximum or not-to-exceed compensation by the number of years in the term (not to include optional renewal terms contemplated by the contract).
  - (3) If a contract is for fees to be retained by a vendor (such as banking agreements) and not actual expenditures of the City (no additional checks or payments are issued to the vendor), an estimate of the cost to the City (retained fees) shall provide the basis for procurement value determination. If the estimate is erroneous, actual cost shall be used for determining value at renewal time or when resoliciting for such services.
  - (4) The Finance Department shall have the ultimate authority to determine final procurement value for any contract or other form of purchase agreement.
- (d) Contracts may be extended, renewed or amended to extend or renew without further procurement action or additional approvals only if:
- (1) The soliciting document contemplated amendment or optional renewal terms; and
  - (2) the contract specifically recognized that renewal or amendment was an option; and
  - (3) approval of the contract was at the level that would be required for the contract adding in the additional compensation payable due to the extension, renewal or amendment; and
  - (4) any additional services or service scope change are reasonably related to the services contracted for in the original contract; and
  - (5) the aggregate dollar value of the compensation payable under the term and the renewal or extension term(s) (with or without additional compensation for reasonably related additional services) does not equal a value greater than a threshold amount for an elevated procurement classification level (ex. 2 year contract for \$10,000/year can be renewed for additional one year term as the value of the term (\$20,000) plus the renewal (\$10,000) equals \$30,000 and does not reach the Classification 3 threshold).

### **2.3 Exemptions to Formal Procurement.**

- (a) Procurement Classification 1 and 2 purchases do not require formal procurement processes.
- (b) Regardless of dollar amount, the following purchases are exempted from the requirement to engage in formal procurement processes:
  - (1) Cooperative Purchases. Purchases made cooperatively with other units government such as the State of Colorado and government cooperative groups utilizing extended awards from other governmental agencies;
  - (2) Piggybacked Purchases. Purchases made by piggybacking on prices, bids and offers made to other units of government such as the State of



Colorado or other counties, municipalities or special districts when agreeable by the vendor and the Purchasing Manager determines such approach is in the best interests of the City;


- (3) Government Contracts. Purchases/contracts with federal, state and local government and political subdivisions of the state;
- (4) Published Materials. Purchases of magazines, books, publications and periodicals;
- (5) Sole Source. In conformity with a procedure to be promulgated by the City Manager that provides for management level review, purchases of supplies, products or services indispensable to the City for which there is only one source practicably or reasonably available, which exemption requires satisfaction of the following criteria:
  - a. The vendor is the original equipment supplier/manufacturer and similar parts or equipment are not available from another manufacturer; or
  - b. The vendor is the only source of equipment, materials or goods compatible with or conforming to City-owned equipment, materials or goods and addition of nonconforming equipment, materials or goods would require the expenditure of additional funds; or
  - c. No other equipment, materials or goods are available that can meet the specialized needs of the department or perform the intended function; or
  - d. Detailed justification is available which reasonably establishes that the vendor is the only source practicably available to provide the item or service required; or
  - e. The product, equipment or service is functionally superior to all other competitive products.
- (6) Professional Services. In conformity with a procedure to be promulgated by the City Manager that provides for management level review, contracts for professional services from certain professional, technical and expert service providers which exemption requires satisfaction of the following criteria:
  - a. The service provider has such required specialized knowledge, skill, reputation and/or experience to satisfy the specialized needs of the department or City; and
  - b. the service provider provides services recognized as professional in nature by licensure, certification or other specialized training such as accountants, actuaries, appraisers, architects, attorneys, business consultants, business development managers, specialized engineers, public relations professionals, public finance professionals, recruiters, researchers, real estate brokers, or translators.
- (7) Emergency Purchases. In conformity with a procedure to be promulgated by the City Manager that provides for City Manager review, purchases

made in an emergency, which exemption required the following circumstances:

- a. dangerous condition, potentially dangerous condition, or immediate need for supplies, equipment or services exists requiring the purchase to protect the public safety, health or welfare of citizens when in imminent jeopardy; or
  - b. immediate repair is necessary to prevent further damage to public property, machinery or equipment; or
  - c. the functioning and operation of a City department would be seriously hampered or delayed through use of the normal purchasing process; or
  - d. equipment breakdown or act of God threatens to terminate essential services.
- (8) Hardship Waiver. In conformity with a procedure to be promulgated by the City Manager that provides for management level review, a hardship waiver shall be granted when formal procurement is deemed not to be in the best interest of the City because, due to circumstances beyond the reasonable control of the person or department requesting the waiver:
- a. the process may cause unavoidable time delay or unavoidable hardship for a department of the City; or
  - b. the process may cause undue expense for the City.
- (9) Fine Art. The material qualifies as an object of fine art;
- (10) Materials Conformity. A particular material is required to match materials currently in use by the City.
- (11) OEM Parts. Original Equipment Manufacturer (OEM) repair parts purchased from the source vendor.
- (12) Original Provider Maintenance and Support. Annual maintenance and service agreements when the terms of the original purchase specify that the original provider performs ongoing maintenance.
- (13) Additional Materials or Services. Procurement resulting from a formal procurement process may be used as the basis for the negotiated purchase of additional quantities of the same materials or services at any time; provided, however, that subsequent procurement is expressly limited to the specific terms, conditions and pricing established by the original procurement.

### 3.0 Final Procurement Expenditures Approvals.

The following table indicates the authority level required for final expenditure approval dependent on the nature of the expenditure:


Procurement Process Classification	Purchasing Range	Procurement Process	Procurement Approval Required By:
1	\$0 - \$5,000	Small Purchase	Department Director ( <b>and for Contracts, including POs, only,</b> Purchasing Manager)
2	Over \$5,000 to \$30,000	Simplified Procurement	Department Director <b>and</b> Purchasing Manager
 3	Over \$30,000 to maximum City Manager Approval Amount*	Formal Procurement	Department Director <b>and</b> Purchasing Manager <b>and</b> City Manager. Purchasing Manager shall determine whether City Attorney approval shall also be required.
	Over City Manager Approval Amount*	Formal Procurement	Department Director <b>and</b> Purchasing Manager <b>and</b> City Manager <b>and</b> City Attorney <b>and</b> 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:

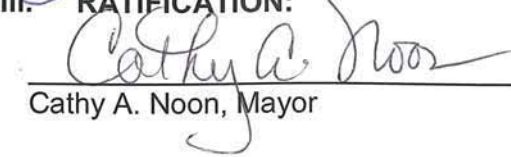
This policy shall be effective upon adoption by the City Council of a ratifying resolution.

**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

**ADMINISTRATIVE DIRECTIVE**  
**No. 2018-FD-AD-03**

**ADOPTION OF DECEMBER 2018 PURCHASING POLICY MANUAL**

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**I. AUTHORITY:**

Per Administrative Policy 2013-AP-01 governing purchasing by the City ("Purchasing Policy"). (approved by City Council by Resolution 2013-R-71), the processes for which are set forth in a "Purchasing Policy and Procedure Manual" dated November 2013 (subsequently amended in September 2014) ("Manual") the City Manager is responsible for the City's purchasing system. (Section 1.6 of Manual). The City Manager desires to approve an updated (December 2018) edition of the Manual which incorporates Administrative Policy 2018-FI-AD-01 and incorporates requirements for any procurement involving the expenditure of federal funds in a new Appendix B to the Manual.

**II. PURPOSE OF DIRECTIVE:**

The purpose of this directive is to approve an updated (December 2018) edition of the Manual which incorporates Administrative Policy 2018-FI-AD-01 and incorporates requirements for any procurement involving the expenditure of federal funds in a new Appendix B to the Manual.

**III. ADOPTION OF 2018 PURCHASING POLICY AND PROCEDURES MANUAL**

The December 2018 Purchasing Policy and Procedures Manual for the City in form attached hereto as Attachment A is hereby adopted and shall replace and supersede any prior editions of such manual. The forms and processes and directives described therein do not affect the competitive bidding and approval requirements as approved by Administrative Purchasing Policy 2013-AP-01 of the City as approved by City Council by Resolution 2013-R-71.

**IV. EFFECTIVE DATE:**

This directive shall be effective upon the signature of the City Manager.

**V. APPROVAL:**

  
\_\_\_\_\_  
Matt Sturgeon, City Manager

12/20, 2018  
Date



## **APPENDIX B**

### **Procurement Policies and Procedures for Federally Funded Programs**

#### **Reference 2 CFR 200.318-326**

**1. Purpose of procurement standards.** These standards establish procedures for City of Centennial (“City”) procurement of supplies and other expendable property, equipment, and services utilizing federal funds. All departments and operations of the City expending federal grant monies shall adhere to these standards, as follows, as they may be amended or supplemented over time. In the event the federal government regulations that govern procurement policies and procedures for federally funded programs or for procurements made with federal funds, these standards and procedures will be deemed automatically amended to conform to such requirements.

**2. Code of conduct.** No employee, officer, or agent shall participate in the selection, award, or administration of a contract or purchase order if a real or apparent conflict of interest would be involved. Such a conflict would arise when the employee, officer, or agent, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest in the entity selected for an award. The officers, employees, and agents of the City shall neither solicit nor accept gratuities, favors, or anything of monetary value from contractors, or parties to sub agreements except for where the financial interest is not substantial, or the gift is an unsolicited item of nominal value. Members of the City Council shall comply with all relevant fiduciary duties, including those governing conflicts of interest, when they vote upon matters related to procurement contracts in which they have a direct or indirect financial or personal interest. Officers, employees, directors, and agents of the City shall be subject to disciplinary actions for violations of these standards. This code of conduct supplements the City’s Official Code of Ethics.

**3. Competition.** Procurement transactions shall be conducted in a manner to provide, to the maximum extent practical, open and free competition. The City shall be alert to organizational conflicts of interest as well as noncompetitive practices among contractors that may restrict or eliminate competition or otherwise restrain trade. To ensure objective contractor performance and eliminate unfair competitive advantage, contractors that develop or draft specifications, requirements, statements of work, invitations for bids and/or requests for proposals shall be excluded from competing for such procurements. Awards shall be made to the bidder or offeror whose bid or offer is responsive to the solicitation and is most advantageous to the City, price, quality and other factors considered. Solicitations shall clearly set forth all requirements that the bidder or offeror shall fulfill in order for the bid or offer to be evaluated by the City. All bids or offers may be rejected when it is in the City's interest to do so. In all procurement, the City shall avoid practices that are restrictive of competition. These include but are not limited to:

- (a) Placing unreasonable requirements on firms in order for them to qualify to do business
- (b) Requiring unnecessary experience and excessive bonding;
- (c) Noncompetitive pricing practices between firms or between affiliated companies;
- (d) Noncompetitive awards to consultants that are on retainer contracts;
- (e) Organizational conflicts of interest;
- (f) Specifying only a brand name product instead of allowing an equal product to be offered and describing the performance of other relevant requirements of the procurement; and
- (g) Any arbitrary action in the procurement process.

#### 4. Methods of Procurement to be followed.

- (a) Procurement by Micro-purchases. Micro-purchase is the acquisition of supplies or services under \$3,500. To the extent practicable, the City must distribute micro-purchases equitably among qualified suppliers. Micro-purchases may be awarded without soliciting competitive quotations if the City considers the price to be reasonable.
- (b) Procurement by Small Purchase Procedures. Small purchase procedures are those relatively simple and informal procurement methods for securing services, supplies, or other property that do not cost more than \$150,000 (OMB memo dated June 20, 2018 M-18-18). If small purchase procedures are used, price or rate quotations must be obtained from an adequate number of qualified sources.
- (c) Procurement by Sealed Bids (formal advertising). Bids are publicly solicited, and a firm fixed price contract (lump sum or unit price) is awarded to the responsible bidder whose bid, conforming with all the material terms and conditions of the invitation for bids, is the lowest in price. The sealed bid method is the preferred method for procuring construction, if the conditions in paragraph (c)(1) of this section apply.

(1) In order for sealed bidding to be feasible, the following conditions should be present:

- (i) A complete, adequate, and realistic specification or purchase description is available;
- (ii) Two or more responsible bidders are willing and able to compete effectively for the business; and
- (iii) The procurement lends itself to a firm fixed price contract and the selection of the successful bidder can be made principally on the basis of price.

(2) If sealed bids are used, the following requirements apply:

- (i) Bids must be solicited from an adequate number of known suppliers, providing them sufficient response time prior to the date set for opening the bids, for state, local and tribal governments, the invitation for bids must be publicly advertised;
  - (ii) The invitation for bids, which will include any specifications and pertinent attachments, must define the items or services in order for the bidder to properly respond;
  - (iv) All bids will be opened at the time and place prescribed in the invitation for bids, and for local and tribal governments, the bids must be opened publicly;
  - (v) A firm fixed price contract award will be made in writing to the lowest responsive and responsible bidder. Where specified in bidding documents, factors such as discounts, transportation cost, and life cycle costs must be considered in determining which bid is lowest. Payment discounts will only be used to determine the low bid when prior experience indicates that such discounts are usually taken advantage of; and
  - (v) Any or all bids may be rejected if there is a sound documented reason.
- (d) Procurement by Competitive Proposals. Competitive proposals are normally conducted with more than one source submitting an offer, and either a fixed price or cost- reimbursement type contract is awarded. It is generally used when conditions are not appropriate for the use of sealed bids. If this method is used, the following requirements apply:

- (1) Requests for proposals must be publicized and identify all evaluation factors and their relative importance. Any response to publicized requests for proposals must be considered to the maximum extent practical.
  - (2) Proposals must be solicited from an adequate number of qualified sources;
  - (3) The City agency must have a written method for conducting technical evaluations of the proposals received and for selecting recipients;
  - (4) Contracts must be awarded to the responsible firm whose proposal is most advantageous to the program, with price and other factors considered; and
  - (5) The City must use competitive proposal procedures for qualifications-based procurement of architectural/engineering (A/E) professional services whereby competitors' qualifications are evaluated and the most qualified competitor is selected, subject to negotiation of fair and reasonable compensation. The method, where price is not used as a selection factor, can only be used in procurement of A/E professional services. It cannot be used to purchase other types of services though A/E firms are a potential source to perform the proposed effort.
- (e) Procurement by Noncompetitive Proposals. Procurement by non-competitive proposals is procurement through solicitation of a proposal from only one source and may be used only when one or more of the following circumstances apply:
- (1) The item is available only from a single source;
  - (2) The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation;
  - (3) The Federal awarding agency or pass-through entity expressly authorizes noncompetitive proposals in response to a written request from the City; or
  - (4) After solicitation of a number of sources, competition is determined inadequate.

## **5. Procurement procedures.**

- (a) All procurement by the City shall comply, at a minimum, with the requirements of subsections (i), (ii), and (iii) below:
  - (i) the City avoids purchasing unnecessary items.
  - (ii) Where appropriate, an analysis is made of lease versus purchase alternatives to determine which would be the most economical and practical procurement.
  - (iii) Solicitations for goods and services provide for all of the following.
    - (A) A clear and accurate description of the technical requirements for the material, product or service to be procured. In competitive procurements, such a description shall not contain features which unduly restrict competition.
    - (B) Requirements which must be fulfilled and all other factors to be used in evaluating proposal submitted in response to solicitations.

- (C) A description, whenever practicable, of technical requirements in terms of functions to be performed or performance required, including the range of acceptable characteristics or minimum acceptable standards.
  - (D) When relevant, the specific features of "brand name or equal" descriptions that are to be included in responses submitted to solicitation.
  - (E) The acceptance, to the extent practicable and economically feasible, of products and services dimensioned in the metric system of measurement.
  - (F) Preference, to the extent practicable and economically feasible, for products and services that conserve natural resources and protect the environment and are energy efficient.
- (b) All necessary affirmative steps shall be made by the City to utilize small businesses, minority-owned firms, women's business enterprises, and labor surplus area firms, whenever possible. The City shall take all of the following steps to further this goal.
- (i) Placing qualified small and minority businesses and women's business enterprises on solicitation lists;
  - (ii) Assuring that small and minority businesses, and women's business enterprises are solicited whenever they are potential sources;
  - (iii) Dividing total requirements, when economically feasible, into smaller tasks or any quantities to permit maximum participation by small and minority businesses, and women's business enterprises.
  - (iv) Establishing delivery schedules, where the requirements permit, which encourage participation by small and minority businesses, and women's business enterprises;
  - (vi) Using the services and assistance, as appropriate, of such organizations as the Small Business Development Agency of the Department of Commerce; and
  - (vii) Requiring the prime contractor, if subcontracts are to be let, to take the affirmative steps listed in paragraphs (i) through (v) of this section.
- (c) The type of procuring instruments used (e.g., fixed price contracts, cost reimbursable contracts, purchase orders, and incentive contracts) shall be determined by the City but shall be appropriate for the particular procurement and for promoting the best interest of the program or project involved. The "cost-plus-a-percentage-of- cost" or "percentage of construction cost" methods of contracting shall not be used.
- (d) Contracts shall be made only with responsible contractors who possess the potential ability to perform successfully under the terms and conditions of the proposed procurement. Consideration shall be given to such matters as contractor integrity, record of past performance, financial and technical resources or accessibility to other necessary resources.
- (e) Debarment and Suspension - No contract shall be made to parties listed on the General Services Administration's List of Parties Excluded from Federal Procurement or Nonprocurement Programs in accordance with E.O.s 12549 and 12689, "Debarment and Suspension." Contractors with awards that exceed the small purchase threshold shall provide the required certification regarding its exclusion status and that of its principal employees.
- (f) Contracts shall be made only with responsible contractors who possess the potential ability to perform successfully under the terms and conditions of the proposed procurement. Consideration shall be given to

such matters as contractor integrity, record of past performance, financial and technical resources or accessibility to other necessary resources.

- (g) Debarment and Suspension - No contract shall be made to parties listed on the General Services Administration's List of Parties Excluded from Federal Procurement or Nonprocurement Programs in accordance with E.O.s 12549 and 12689, "Debarment and Suspension." Contractors with awards that exceed the small purchase threshold shall provide the required certification regarding its exclusion status and that of its principal employees. Contractors with multiple year contracts will be checked against the GSA list at each renewal time.
- (h) To foster greater economy and efficiency, and in accordance with efforts to promote cost- effective use of shared services across the Federal Government, the City is encouraged to enter into state and local intergovernmental agreements or inter-entity agreements where appropriate for procurement or use of common or shared goods and services.
- (i) The City is encouraged to use Federal excess and surplus property in lieu of purchasing new equipment and property whenever such use is feasible and reduces project costs.
- (j) The City is encouraged to use value engineering clauses in contracts for construction projects of sufficient size to offer reasonable opportunities for cost reductions. Value engineering is a systematic and creative analysis of each contract item or task to ensure that its essential function is provided at the overall lower cost.
- (k) The City must ensure that all prequalified lists of persons, firms, or products which are used in acquiring goods and services are current and include enough qualified sources to ensure maximum open and free competition. Also, the City must not preclude potential bidders from qualifying during the solicitation period.

**6. Procurement of Facilities or Land Special Requirements.** There are no proposals expected for this activity. If such an activity is proposed in the future this section will be updated prior to any such procurement.

**7. Cost and price analysis.** Some form of cost or price analysis shall be made and documented in the procurement files in connection with every procurement action in excess of the Simplified Acquisition Threshold (48 CFR Subpart 2.1) as Adjusted and currently at \$150,000. Price analysis may be accomplished in various ways, including the comparison of price quotations submitted, market prices and similar indicia, together with discounts. Cost analysis is the review and evaluation of each element of cost to determine reasonableness, allocability and allowability.

**8. Procurement records -** Procurement records and files for purchases in excess of the Micro purchase threshold as fixed at 48 CFR Subpart 2.1 (currently \$3,500) shall include the following at a minimum: (a) basis for contractor selection, (b) justification for lack of competition when competitive bids or offers are not obtained, and (c) basis for award cost or price.

**9. Contract administration.** A system for contract administration shall be maintained to ensure contractor conformance with the terms, conditions and specifications of the contract and to ensure adequate and timely follow up of all purchases. The City shall evaluate contractor performance and document, as appropriate, whether contractors have met the terms, conditions and specifications of the contract.

**10. Contract provisions.** The City shall include, in addition to provisions to define a sound and complete agreement, the following provisions in all contracts. The following provisions shall also be applied to subcontracts.

- (a) Contracts more than the Simplified Acquisition Threshold shall contain contractual provisions or conditions that allow for administrative, contractual, or legal remedies in instances in which a contractor violates or breaches the contract terms and provide for such remedial actions as may be appropriate.



- (b) All contracts in excess of the Simplified Acquisition Threshold shall contain suitable provisions for termination by the City, including the manner by which termination shall be affected and the basis for settlement. In addition, such contracts shall describe conditions under which the contract may be terminated for default as well as conditions where the contract may be terminated because of circumstances beyond the control of the contractor.
- (c) For contracts dealing with construction or facility improvements the City shall comply with all requirements imposed by its funding sources (and the government regulations applicable to those funding sources) with regard to construction bid guarantees, performance bonds, and payment bonds.
- (d) All negotiated contracts (except those for less than the Simplified Acquisition Threshold) awarded by the City shall include a provision to the effect that the City shall have access to any books, documents, papers and records of the contractor which are directly pertinent to a specific program for the purpose of making audits, examinations, excerpts and transcriptions.
- (e) All contracts, including small purchases, awarded by the City and their contractors where the source of the funds, directly or indirectly, is the federal government, shall contain the following procurement provisions as applicable.
  - (i) Equal Employment Opportunity - All contracts, when funded in whole or part by monies derived from the Federal government (either directly or indirectly), shall contain a provision requiring compliance with E.O. 11246, "Equal Employment Opportunity," as amended by E.O. 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," and as supplemented by regulations at 41 CFR part 60, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor."
  - (ii) Copeland "Anti-Kickback" Act (18 U.S.C. 874 and 40 U.S.C. 276c) - All contracts in excess of \$2000 for construction or repair, when funded in whole or part by monies derived from the Federal government (either directly or indirectly) shall include a provision for compliance with the Copeland "Anti-Kickback" Act (18 U.S.C. 874), as supplemented by Department of Labor regulations (29 CFR part 3, "Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States"). The Act provides that each contractor or sub recipient shall be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he is otherwise entitled. The recipient shall report all suspected or reported violations to the Federal awarding agency.
  - (iii) Davis-Bacon Act, as amended (40 U.S.C. 276a to a-7) - **When required by Federal program legislation**, all construction contracts awarded by the recipients and sub recipients of more than \$2000 shall include a provision for compliance with the Davis-Bacon Act (40 U.S.C. 276a to a-7) and as supplemented by Department of Labor regulations (29 CFR part 5, "Labor Standards Provisions Applicable to Contracts Governing Federally Financed and Assisted Construction"). Under this Act, contractors shall be required to pay wages to laborers and mechanics at a rate not less than the minimum wages specified in a wage determination made by the Secretary of Labor. In addition, contractors shall be required to pay wages not less than once a week. The recipient shall place a copy of the current prevailing wage determination issued by the Department of Labor in each solicitation and the award of a contract shall be conditioned upon the acceptance of the wage determination. The recipient shall report all suspected or reported violations to the Federal awarding agency.
  - (iv) Contract Work Hours and Safety Standards Act (40 U.S.C. 327-333) - All contracts in excess of \$2000 for construction contracts and in excess of \$2500 for other contracts that involve the

employment of mechanics or laborers, when funded in whole or part by monies derived from the Federal government (either directly or indirectly), shall include a provision for compliance with Sections 102 and 107 of the Contract Work Hours and Safety Standards Act (40 U.S.C. 327-333), as supplemented by Department of Labor regulations (29 CFR part 5).

- (v) Rights to Inventions Made Under a Contract or Agreement - Contracts or agreements for the performance of experimental, developmental, or research work, when funded in whole or part by monies derived from the Federal government (either directly or indirectly), shall provide for the rights of the Federal Government and the recipient in any resulting invention in accordance with 37 CFR part 401, "Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements," and any implementing regulations issued by the awarding agency.
- (vi) Clean Air Act (42 U.S.C. 7401 et seq.) and the Federal Water Pollution Control Act (33 U.S.C. 1251 et seq.), as amended - Contracts and sub grants of amounts in excess of \$100,000, when funded in whole or part by monies derived from the Federal government (either directly or indirectly), shall contain a provision that requires the recipient to agree to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401 et seq.) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251 et seq.). Violations shall be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).
- (viii) Byrd Anti-Lobbying Amendment (31 U.S.C. 1352) - Contracts for an amount above \$100,000, when funded in whole or part by monies derived from the Federal government (either directly or indirectly), shall include a certification by the contracting parties that they have not and will not use Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. and to further require disclosure of any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award.
- (ix) Third party contracting requirements (FTA Circular 4220.1F) - This circular sets forth the requirements a grantee (CITY) must adhere to in the solicitation, award and administration of its third-party contracts. Provisions of this circular will be added to all operating contracts utilizing formula funds for operating assistance. formula funds for operating assistance.



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## CITY OF CENTENNIAL, COLORADO

13133 East Arapahoe Road, Centennial, Colorado 80112

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### ADMINISTRATIVE POLICY

No. 2010-AP-02

### REVENUE POLICY

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#### 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.

#### **EFFECTIVE DATE:**

This policy shall be effective upon signature.

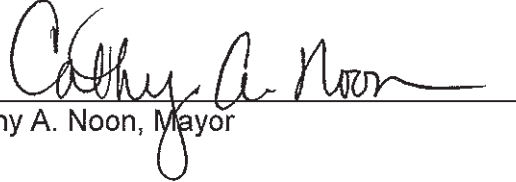
VII. APPROVAL:

  
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

**ADMINISTRATIVE POLICY**  
**No. 2010-AP-03**

**EXPENDITURE POLICY**

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**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

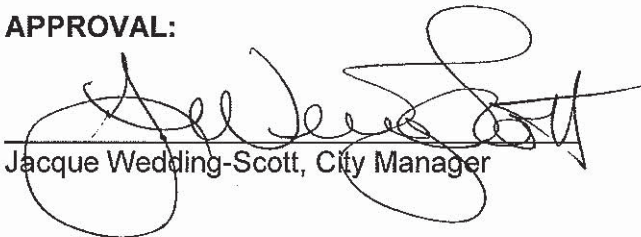
Monthly, the Finance Department shall review and distribute the actual year to date Expenditure reports to each Department. Each Department manager is responsible and accountable for ensuring total Departmental Expenditures are within Budget. If additional funds are necessary to provide services to the 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:

  
\_\_\_\_\_  
Jacques 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

**ADMINISTRATIVE POLICY**  
**No. 2010-AP-04**  
**Modified for Ratification**

**BUDGET POLICY**

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**I. AUTHORITY:**

The City's Home Rule Charter ("Charter"), as adopted in 2008, requires the City to prepare an annual Budget. The Charter specifically addresses the Proposed Annual Budget (Section 11.5), Budget Hearing (Section 11.6), Scope of Annual Budget (Section 11.7), Contingencies (Section 11.10), Adoption of Budget and Appropriation (Section 11.12), and Amendments and Appropriations (Section 11.13).

In addition, City Ordinance No. 2010-O-06, an ordinance amending Article 2 of Chapter 2 of the City's Municipal Code, provides authority to the City Manager to develop City financial policies. Section 2-2-130(b)(6) of Ordinance No. 2010-O-06 describes the responsibilities and duties of the City Manager concerning financial policies and states the City Manager shall be authorized to promulgate administrative policies, including financial policies, consistent with all federal, state and local laws subject to ratification of the policy by the City Council.

**II. PURPOSE OF POLICY:**

The City's Budget policy provides the framework for the overall fiscal management of the City. The policy provides the necessary information for City Council and each functional area of the City to make sound fiscal decisions, and is the guideline for evaluating both current activities and potential new activities. The Budget policy also reflects the principles and practices that have allowed the City to maintain financial stability through economic downturns and uncertainties.

**III. SCOPE:**

This policy applies to each annual Budget.

**IV. DEFINITIONS:**

Adopted – The Budget as approved by the City Council.

Appropriation – A specific amount of money authorized by the City Council for an approved Expenditure.

**Balanced Budget** – A Budget in which planned Expenditures do not exceed forecasted Revenues plus Fund Balance, including surpluses.

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

**Capital Improvement Fund** – Capital Improvement Funds account for resources used for the maintenance, acquisition, construction, and related services of capital Infrastructure.

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

**Contingency** – An Appropriation of funds to cover unforeseen events that occur during the Fiscal Year, such as federal mandates, shortfalls in Revenue, and similar eventualities.

**Expenditure** – The actual spending of funds set aside by Appropriation for identified goods and/or services.

**Fiscal Year** – A twelve-month period of time designated as the budget year. The City's Fiscal Year is the calendar year January 1 through December 31.

**Fund** – A set of inter-related accounts to record Revenues and Expenditures associated with a specific purpose.

**Fund Balance** – The amount of financial resources available for use, derived from unencumbered resources available in a Fund from the prior/current year after payment of the prior/current year Expenditures.

**General Fund** – The primary Fund used by the City for which Revenues and Expenditures are not legally restricted for use. Examples of departments operating within the General Fund include Public Safety, Public Works, and Finance.

**General Improvement District (GID)** – A public entity created according to Colorado Revised Statutes that provides specific services to a limited geographic area.

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

**Modified Accrual Basis of Accounting** - The basis of accounting by which Revenues are recorded when they are both measurable and available. Expenditures are recorded when a liability is incurred.

**Operating Budget** – The annual Appropriation of funds for program costs, which include salaries, benefits, maintenance, operations, and capital outlay items.

Proposed – The Budget presented to City Council prior to their adoption of the Budget document.

Reserve – An account which sets aside a portion of a Fund's balance for some future use. These funds are not available for Appropriation or Expenditure except when qualifying events occur.

Revenue – Funds received from the collection of taxes, fees, permits, licenses, interest, and grants during the Fiscal Year.

Special Revenue Funds – Special Revenue Funds account for Revenue sources that are legally restricted for specific purposes.

## **V. POLICY:**

### *Budget Philosophy*

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

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

- anticipates conservative growth and Revenue forecasts for budgeting purposes
- appropriates the Budget in accordance with the City's Charter, Colorado Constitution, and Colorado State laws
- adopts financial management policies that establish guidelines for financial plans and includes these policies in the annual budget document
- establishes Budgets for all Funds based on adopted policies and practices
- adjusts the Budget to reflect changes in the local economy, changes in priorities, and receipt of unbudgeted Revenues
- organizes the Budget so that Revenues are related to Expenditures, to the extent possible
- prepares a multi-year strategic plan for the City, including capital improvement projects
- allows staff to manage the operating and capital budgets, with City Council's approval



- provides department directors with immediate access to Revenue and Expenditure information to assist their efforts in controlling annual Expenditures against budget appropriations

#### Budget Process

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

#### Budget Committee

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

#### Budget Term

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

#### Basis for Budgeting

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

#### Budget Contingencies

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



Contingency line item within the same Fund. Amounts may be moved in and out of the Contingency line item by Fund, as necessary, while maintaining the budgeted Fund Balance as a percent of Expenditures plus transfers out.

#### *Budget Recommendations*

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

#### *Public Hearings*

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

#### *Adoption and Appropriation of Funds*

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

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

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

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

#### Changes to Adopted Budget

After the commencement of the Fiscal Year, the amounts appropriated for the Proposed Expenditures in the Adopted Budget are deemed appropriated for each purpose specified. The Expenditures of City operating funds cannot exceed the budgeted Appropriations for the respective Fund. In certain cases however, Adopted Budgets can be increased, decreased, or amounts transferred between Funds upon City Council authorization.

#### Supplemental Appropriation

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

#### Unanticipated Revenue

Council may approve for Expenditure any unanticipated Revenue that may be received during the Fiscal Year. Such Revenue may be generated from grants, issuance of bonds, or the implementation of a new fee.

#### Carry Over

Generally, all Operating Budget Appropriations lapse at year end, although unexpended Appropriations may be reappropriated for the next year. Unexpended capital project Appropriations in the Capital Improvement Program are automatically reappropriated for the next year, by project, until project completion at which time funds are unappropriated and generally reported in Fund Balance.

#### Budget Decreases

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

#### Level and Control / Budget Transfers

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

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

The City may transfer appropriated funding from one Fund to another Fund provided:

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

#### Lapsed Appropriations

All Appropriations not spent at the end of the Fiscal Year lapse into the Fund Balance applicable to the specific Fund, except as follows:

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

#### Budget Preparation and Schedule

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

#### Fund Accounting

Fund accounting is generally used both for Budgeting and accounting purposes. Each Fund is established for a specific purpose and is considered a separate accounting entity. Council must approve or appropriate any Expenditure from the various Funds, including Expenditures from Reserves. Authorization is generally formalized prior to the beginning of each Fiscal Year, but may occur by City Council anytime during the year if funds are available. All City Expenditures within the Funds described below are appropriated by City Council.

#### City Fund Types

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

**Special Revenue Funds** - Special Revenue Funds are used to account for the proceeds of specific Revenue sources that are restricted or committed to Expenditure for specified purposes other than debt service or capital projects.



**Debt Service Funds** - Debt Service Funds are used to account for financial resources that are restricted, committed, or assigned to Expenditure for principal and interest.

**Capital Project Funds** – Capital Project Funds are used to account for resources that are restricted, committed, or assigned to Expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets.

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

#### Strategic Plan

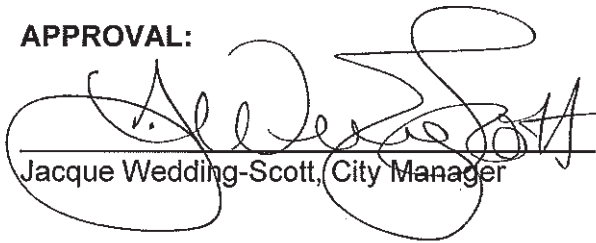
The City develops a five year strategic plan that demonstrates its ability to accomplish long-term goals. The strategic plan is intended to be utilized as a planning tool and does not illustrate future Budgets, services, or programs in any detail, but only by Fund type. Although Expenditures are approved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

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

**VI. EFFECTIVE DATE:**

This policy shall be effective upon signature.

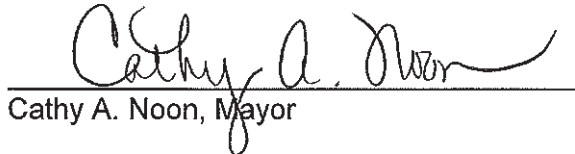
**VII. APPROVAL:**

  
Jacque Wedding-Scott, City Manager

1.7.11  
Date

**VIII. RATIFICATION:**

RESOLUTION NO. 2011-R-11

  
Cathy A. Noon, Mayor

1-18-11  
Date

**ATTEST:**

  
City Clerk or Deputy City Clerk



**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**

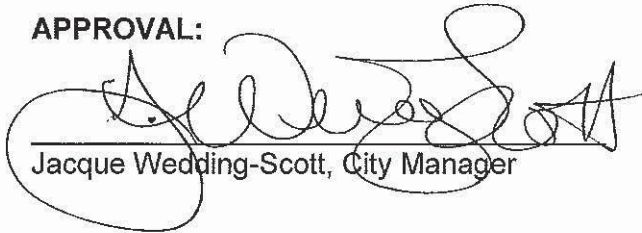
The Finance Department shall maintain a system of record keeping and reporting to meet the arbitrage rebate compliance requirements of federal internal revenue tax code applicable to particular issues of City securities.



**VI. EFFECTIVE DATE:**

This policy shall be effective upon signature.

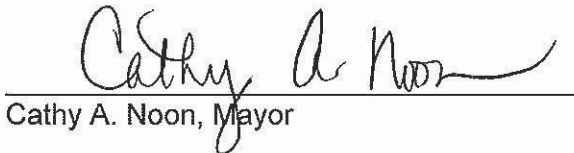
**VII. APPROVAL:**

  
\_\_\_\_\_  
Jacques Wedding-Scott, City Manager

11.9.10  
Date

**VIII. RATIFICATION:**

**RESOLUTION NO.** 2011-R-11

  
\_\_\_\_\_  
Cathy A. Noon, Mayor

1-18-11  
Date

**ATTEST:**

  
\_\_\_\_\_  
City Clerk or Deputy City Clerk

**ADMINISTRATIVE POLICY**  
**No. 2010-AP-06**  
**1<sup>st</sup> REVISION**

**FUND BALANCE & RESERVE POLICY**

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**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

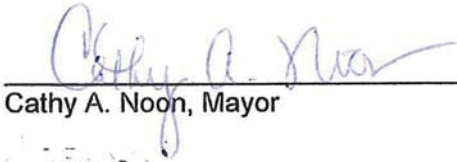
8/26/11

Date

**VIII. RATIFICATION:**

RESOLUTION NO.

2011-R-73



Cathy A. Noon, Mayor

9-8-11

Date

ATTEST:



City Clerk or Deputy City Clerk







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**CITY OF CENTENNIAL, COLORADO**  
**13133 East Arapahoe Road, Centennial, Colorado 80112**

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**ADMINISTRATIVE POLICY**  
**No. 2017-AP-01**

**CITY OF CENTENNIAL**  
**INVESTMENT POLICY**  
**(2<sup>ND</sup> 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**

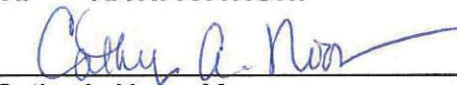
This Policy shall be effective upon signature.

#### **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 of 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**

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**I. AUTHORITY:**

City Ordinance No. 2010-O-06, an ordinance amending Article 2 of Chapter 2 of the City's Municipal Code, provides authority to the City Manager to develop City financial policies. Section 2-2-130(b)(6) of Ordinance No. 2010-O-06 describes the responsibilities and duties of the City Manager concerning financial policies and states the City Manager shall be authorized to promulgate administrative policies, including financial policies, consistent with all federal, state and local laws subject to ratification of the policy by the City Council. In addition, Section 11.15 the City's Home Rule Charter states the City Manager shall prepare and submit to the City Council a multi-year capital program no later than the date of submission of the proposed annual Budget.

**II. PURPOSE OF POLICY:**

The City has a significant financial investment in streets, public facilities, and other capital assets and improvements. In past years, the City Council voiced a firm commitment to, and investment in the City's capital assets. As a result, a Five Year Capital Plan is prepared annually.

**III. SCOPE:**

This policy applies to the City's Capital Improvement Program.

**IV. DEFINITIONS:**

Adopted – The Budget as approved by the City Council.

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

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

Capital Improvement Program – A multi-year financial plan containing proposed construction of physical assets, such as streets, curbs, gutters, trails, parks and

sidewalks. The Capital Improvement Program is comprised of projects included in the following Funds: Capital Improvement, Open Space, and Conservation Trust Funds.

**Capital Projects** – Typically a Capital Project encompasses the maintenance or purchase of land and/or the construction of a major physical asset including buildings, facilities, streets, and sidewalks.

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

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

**Fund** – A set of inter-related accounts to record revenues and Expenditures associated with a specific purpose.

**General Fund** – The primary Fund used by the City for which revenues and Expenditures are not legally restricted for use. Examples of departments operating within the General Fund include Public Safety, Public Works, and Finance.

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

## **V. POLICY:**

### *Funding Overview*

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

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

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

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

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

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

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

Reporting Requirements

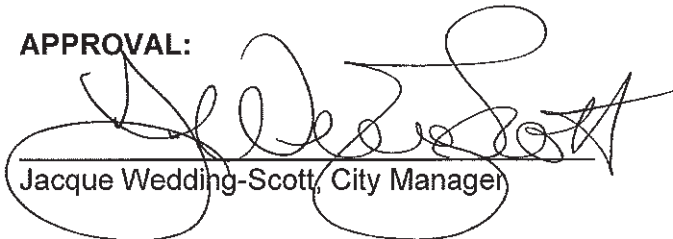
In accordance with the City's Home Rule Charter, Section 11.15 the following information, at a minimum, will be provided in the annual capital program Budget.

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

**VI. EFFECTIVE DATE:**

This policy shall be effective upon signature.

**VII. APPROVAL:**

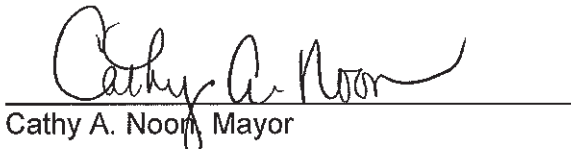
  
Jacquie Wedding-Scott, City Manager

11.9.10  
Date

**VIII. RATIFICATION:**

**RESOLUTION NO.**

2011-R-11

  
Cathy A. Noon, Mayor

1-18-11  
Date

**ATTEST:**

  
City Clerk or Deputy City Clerk





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