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2009

ANNUAL BUDGET

2008 REVISED / 2009 ADOPTED



City of Centennial

2009

Annual Budget

2008 Revised / 2009 Adopted Budget

Elected Officials

Mayor Randy Pye

Rick Dindinger - District I

Betty Ann Habig - District I

Sue Bosier - District II

Keith Gardner - District II

Mayor Pro Tem Rebecca McClellan - District III

Patrick Anderson - District III

Todd Miller - District IV

Ron Weidmann - District IV

Linda Gawlik - City Clerk

Susan Bockenfeld - City Treasurer

City Staff

Jacque Wedding-Scott, City Manager

Mike Connor, Assistant City Manager • Rick Coldsnow, CIP Manager

Dawn Priday, Interim Finance Director • Brenda Madison, Deputy City Clerk

Dave Zelenok, Public Works Director • Dave Kotecki, Public Works Project Manager

Marie White, Human Resources Manager • Karen Stickland, Management Analyst

Penny Verhoeff, Court Administrator • Don Wright, Support Services Manager

Bob Widner, City Attorney • Sherry Patten, Communications Director

Corri Spiegel, Economic Development Manager

Wayne Reed, Planning and Development

Gary Wilson, Long Range Planning

Grayson Robinson, Sheriff

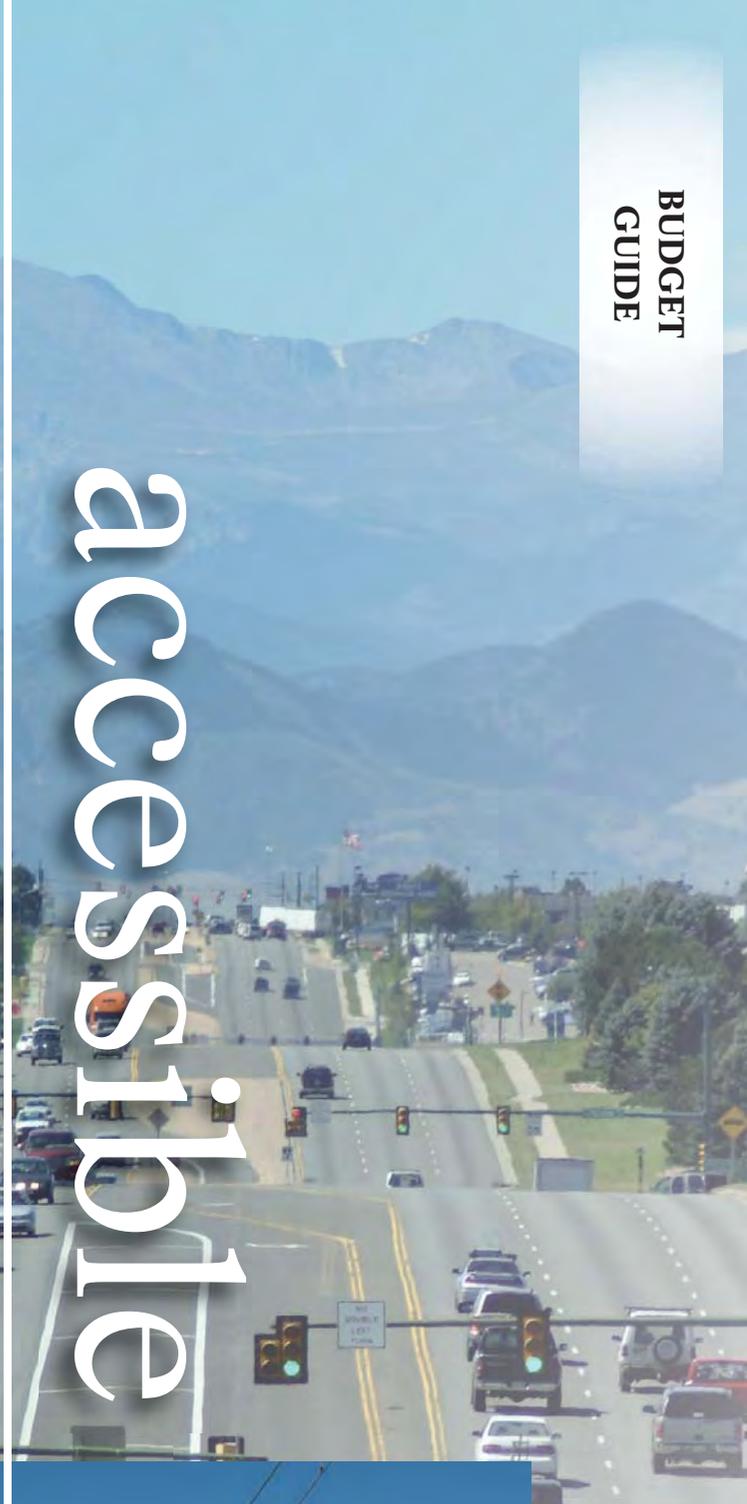
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BUDGET GUIDE

How To Use This Document

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 2008 Revised and 2009 Adopted Budget. This budget document includes 2007 Actual, 2008 Revised and 2009 Adopted Budget data.

The budget document provides fund summary reports as well as program budgets that identify activities and financial detail for each City department. The department budget will convey to the reader that accomplishments and goals for the future year correlate with the community's vision as reflected in *Our Voice. Our Vision. Centennial 2030*. Also included in each department section is a report of performance measurements demonstrating the outputs of the program. The department and program summaries provide assistance to the reader in understanding historic data along with the current and adopted budgetary detail. To the extent possible, 2008 budgeted and revised amounts have been restated to reflect the organizational and fund structures. Council's goals are established on an annual basis for the purpose of guiding the organization. Each department summary identifies the department's overview, accomplishments, goals and objectives, performance measurements and staffing levels.

Included in the Operating Budget section are explanations of significant changes and/or variances that have occurred between the 2008 Adopted Budget and the 2009 Adopted Budget. Departmental expenditures are summarized in the department overviews; however, a more comprehensive line item detail is provided in the Line Item Detail section of the budget document. Staffing levels over a three year period are reflected in the Staffing section of the budget.

There are twelve sections of the budget document, each containing the financial overview and commitments for the budget year.

Budget Guide

This guide is a summary of the information contained in the annual budget document. There are twelve (12) main sections to this book: the Budget Guide, Budget Message, Introduction, Operating Budget, Fund Summaries, General Fund, Land Use Fund, Capital Improvement Program Fund, Miscellaneous Funds, Staffing, Line Item Detail, and Glossary and Appendix.

Budget Guide

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

Budget Message

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

Introduction

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

- Organizational Chart
- Government Structure



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

Operating Budget Executive Summary

The Operating Budget Executive Summary provides readers with a summary and explanation of variances.

Fund Summaries

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

General Fund

Each City department section provides financial and operational information and data for inclusion into the budget. Each section includes the department's overview, organizational chart, 2008 accomplishments, 2009 goals and objectives, budget summary by budget category, and staffing levels.



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

- Legislative
 - Elected Officials
 - City Attorney's Office
 - City Clerk & Liquor Licensing
- City Management
 - City Manager's Office
 - Economic Development
 - Communications
- Administration
 - Finance
 - Nondepartmental
 - Central Services
 - Human Resources & Risk Management
 - Support Services
- Public Works
- Public Safety
 - Public Safety
 - Animal Services
 - Municipal Court
- Planning & Development
 - Administration
 - Code & Zoning Enforcement

Land Use Fund

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

- Land Use
 - Current Planning
 - Engineering
 - Long Range Planning
 - Building
 - Contractor Licensing

Capital Improvement Fund

The Capital Improvement Fund accounts for financial resources used for the acquisition, construction and maintenance of capital infrastructure. The General Fund provides the majority of resources to this Fund.

Miscellaneous Funds

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

- Miscellaneous Funds
 - Open Space Fund
 - Conservation Trust Fund
 - General Improvement Districts
 - Centennial Urban Redevelopment Authority



Staffing

The Staffing section reports the full time equivalent (FTE) count for 2007 Actual, 2008 Revised, and 2009 Adopted Budget.

Line Item Detail

The Line Item Detail section provides expenditure detail for all departments, programs, and funds. Revenue detail is also provided for certain other funds.

Appendix

A list of certain terms used throughout the budget document and a short definition of each term is included as a resource to the reader. A list of common acronyms used in City financial and other documents is also included as a resource to the reader.

Other information is included in this section to provide the reader with more detail regarding General Fund Reserves and Resolutions adopting the Annual Budget.



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Let's get to work!
Public Works

July 1, 2008





City of Centennial

Office of the City Manager

November 3, 2008

Honorable Mayor, Council Members and Residents of Centennial:

In accordance with Article 11 of the Centennial Home Rule Charter and Colorado Revised Statutes Title 29, Article 1, Local Government Budget Law of Colorado, I am pleased to present to you the City Manager's 2008 Revised and 2009 Adopted Budgets. The City's annual budget is a document of great importance representing the foundation for how the City government provides the necessary services to the residents and business community.

The Budget provides the legal authority to obligate or expend funds in each budget year, represents the critical financial planning required in that process, and is a financial tool that provides the resources to support the funding of services. The budget process offers an understanding of the various operations of the City and how those operations relate to each other in attaining the overall goals of the City Council and the community. The Adopted Budget is also a critical communication tool providing a detailed accounting of the revenues received by the City and the way in which those revenues are used.

The 2008 Revised and 2009 Adopted Budgets for the City of Centennial are submitted to you as balanced budgets as required under the State of Colorado budget laws and the City's Home Rule Charter.

The reader of the budget document will notice several aesthetic changes described below. In addition, the reader will notice a higher level of reporting, including comparative financial and staffing data, descriptions of budget variances, details about

the revenues and expenditures, funds, and other critical elements describing the City's financial position.

The City made its first submission to the Government Finance Officers Association (GFOA) for the *Certificate of Achievement for Excellence in Financial Reporting Program* for the 2007 Comprehensive Annual Financial Report, and we will also be submitting the 2008 Revised and 2009 Adopted Budget to the GFOA for the *Distinguished Budget Presentation Award*. To qualify for this award the budget document must meet four major elements including, that the budget must serve as a:

1. Policy Document
2. Financial Plan
3. Operations Guide
4. Communications Device

Each element has from four to nine criteria that should be met, and several criteria within each category that are mandatory to be considered for the award. The budget team performed a thorough review of prior budgets, identifying strengths, weaknesses, and opportunities for improvement utilizing the GFOA budget award standards, and has made several improvements to the budget document in order to ensure the document not only meets the expectations for the GFOA award, but provides Council, staff and our citizens with a transparent view into the City's financial and operational structure.

Economic Outlook - National Uncertainty Causes Local Concern

Instability in the national economy due to concerns in the finance, construction, and energy markets continues to influence consumer confidence and is having detrimental impacts on consumer expenditures. The Conference Board Consumer Confidence Index for September 2008 stands at 59.8 (1985=100). National economists are noting that the current market state is "the most troubling economy since the 1980s." (June 24 2008, USA Today).

The national unemployment rate has risen significantly in 2008, with the majority of the job losses in the manufacturing, construction, agriculture, employment services, wholesale trade, and information industries. The mining (energy) and healthcare

industries continue to show positive growth, and are expected to continue seeing gains in 2009. According to September reports, the national unemployment rate (seasonally adjusted) has risen 1.4 percent (1.4%) over the past year to 6.1 percent (6.1%) (September 2008, BLS). Colorado's unemployment rate has risen to 5.2 percent (5.2%) (seasonally adjusted), up 1.2 percent (1.2%) over the same term (September 2008, BLS). As of August 2008, Arapahoe County's unemployment rate was up 1.6 percent (1.6%) over last year, currently at 5.4 percent (5.4%) (CDLE).

Rapid home value increases occurred in 2004 and 2005 with the market hitting its high in the summer of 2006. The hyper markets are now faced with market correction which is impacting stability nationally in the banking and home-related industries. Denver, like its peer cities of Atlanta, Charlotte and Dallas, saw only moderate increases, so while the Denver market is impacted by residential trends in the national economy, its direct impact is significantly less than other markets (S&P/Case-Shiller Home Price Indices).

S&P/Case-Shiller Home Price Indices (January 2000 = 100)

| | |
|------------------------------------|------------------------------------|
| DENVER | COMPOSITE (20 Markets) |
| August 2006 = 140.27 (H) | July 2006 = 206.52 (H) |
| August 2007 = 139.7 | August 2007 = 197.36 |
| July 2008 = 132.67 | July 2008 = 166.23 |
| (5 consecutive months of increase) | (24 consecutive months of decline) |

The Consumer Price Index for All Urban Consumers (CPI-U) has increased 4.9 percent (4.9%) for the term of September 2007 to September 2008, with the largest increases in the transportation 10.5 percent (10.5%) and energy 23.1 percent (23.1%) categories. The Midwest region saw the same increases, while Denver-Boulder-Greeley saw a lesser impact with a 3.7 percent (3.7%) increase over last year. The Producer Price Index (PPI) indicates significant increases, with the September year over year change at 8.7 percent (8.7%). The increased PPI will likely have a direct impact on future consumer prices (September 2008, BLS).

Inflation, housing instability, energy costs and job insecurity are having serious and direct impacts on consumer expenditures, which is in turn creating similar concerns in the retail business market. The International Council of Shopping Centers (ICSC) is forecasting nearly 150,000 store closings for 2008, with the impacts spanning across

numerous merchandise groups. While that is significantly higher than in past years, it is substantially fewer closings than in the late 1990s during better economic times. Consumer behavior is also changing with shoppers frequenting wholesale clubs (up 7.9 percent (7.9%) midyear) and discounters (up 2.5 percent (2.5%) mid-year), and foregoing furniture (up 9.2 percent (9.2%) midyear), specialty apparel (up 5.5 percent (5.5%) midyear) and department stores (up 4 percent (4%) midyear). Automobile sales are nearly thirteen percent compared to 2007, with significant declines in truck and sport utility vehicles (SUV) sales. Of the major automakers, Subaru is currently the only brand to show overall year to date growth. (September 2008, MotorIntelligence).

While the national economy is expected to remain sluggish into 2009, the local economy is experiencing varying results. The volatile housing market seems to be calming in Centennial and the surrounding areas, with the S&P/Case-Shiller Home Price Indices showing a modest increase in the Denver market since January. Local consumer behavior is mirroring national trends in relation to increased spending at wholesale clubs and discounters, and decreased spending in the apparel and automotive sectors. Notably, spending in the food and beverage sector remains strong, though there are changes in behavior shifting consumers from higher price points into the fast casual market. The local employment market continues to be the high point for Centennial with local businesses indicating a positive outlook and confidence in profitability and growth in the short- and long-term.

Overview of Financial Information

The 2008 Revised and 2009 Adopted Budgets have been developed within the context of uncertain economic indications. Centennial's economy is proving to be more stable than the national economy largely due to the labor force indicators that show a larger percentage of employees coming to Centennial to work than those that work outside of the City. Additionally, the industries within Centennial are more stable in uncertain economic times. As a result, the projections for revenue and expenditures have remained conservative, but stable.

Three-year look at the Financial Data and the Staffing Levels

To clearly indicate trends and variances for each functional area, a three-year comparison is presented including 2007 Actual, 2008 Revised, and 2009 Adopted. The

reader will find that each functional area is divided into the various disciplines represented within the service area. The financial data and staffing levels for those disciplines and general service areas are also provided within that section. The comparisons include the dollar variances as well as the percentage variances. Likewise, a comparison of Full Time Equivalent (FTE) positions for each area is included with narrative discussion about the variances.

The City of Centennial provides a large portion of its services to the community through contracts with private vendors and/or intergovernmental agreements; therefore, staffing associated with those specific contracts or agreements is not included in the City's budget.

City's Credit Rating in Preparation of a Potential Bond Election

During the 2007 budgeting process, City Council expressed interest in moving forward with obtaining a preliminary credit rating for the City in preparation for a potential bond issue. As a result, the City contracted with Public Finance Associates, LLC (PFA) to compile community and financial data and it is currently anticipated that a presentation will be made to the bond rating agencies in October, 2008.

Obtaining an initial credit rating will allow the City to plan more effectively for future projects and using bonds as a means of financing major capital projects. The bond rating is also important for the City because the rating has an impact on the interest rates for the bonds – or the total cost to the City for the bond issue.

Formulation of the City's Investment Policy for Cash Management

On December 17, 2007, the City Council adopted, by resolution, the City's Investment Policy. The purpose of the policy is to direct staff concerning the investment of the financial assets of the City. The following are the objectives of the policy: (1) The City's investment portfolio shall be managed in a manner to attain a market rate of return throughout budgetary and economic cycles while preserving and protecting capital in the overall portfolio. Investments shall be based on statutory constraints. The primary investment goals in propriety sequence are safety, liquidity, maximizing yield and avoiding speculation. (2) The investment portfolio shall be managed with the objective of attaining a market rate of return throughout interest rate cycles. Return on investment is

of secondary importance compared to the safety and liquidity objectives described in the resolution. Core investments are limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. The benchmark, against which the City's portfolio shall be compared, will be the one-year U.S. Treasury Constant Maturity Index published by the Federal Reserve Board.

The City's cash and cash equivalents include amounts that are readily convertible to cash and are not subject to significant risk from changes in interest rates. Cash and cash equivalents include cash on hand, demand deposits, and short-term investments with original maturities of three months or less from the date of acquisition. Investments are reported at fair value. The City follows the practice of pooling cash and investments of all funds to maximize investment earnings. Except when required by trust or other agreements, all cash is deposited to, and disbursed from, a single bank account. Cash in excess of immediate operating requirements is pooled for deposit and investment flexibility.

Compensation and Benefits Study

The City Council directed staff to perform a compensation and benefits study during the 2008 budget process to ensure the City was competitive with surrounding and front-range municipalities. That study was completed during 2008 and has provided management with the necessary information to adjust the benefit packages appropriately and to make recommendations concerning the City's total compensation package.

Financial and Strategic Plan Overview

The City has entered into a strategic planning process discussed in the Five Star Institute Vector5™ Solution section. This planning process and resulting achievements have been intentionally incremental with an outside reviewer and facilitator guiding the process. In conjunction with that effort, the financial health of the organization is monitored and measured against the budget each month.

Home Rule Election

On November 6, 2007, Centennial voters approved the first step in the process of changing the City's form of government from a statutory city to a Home Rule city. That

vote established the formation of the Centennial Home Rule Charter Commission. The Charter Commission included twenty-one (21) citizens that undertook the challenge of drafting the City of Centennial's Home Rule Charter and that Charter was approved by a majority vote of the citizens on June 10, 2008. The Home Rule Charter Commission continues to work with City Council and staff to put in place the ordinances and processes needed to realize full advantage of this important vote.

One of the major financial benefits for Colorado cities in going from statutory to Home Rule status is the ability to self-collect local sales taxes rather than having the Colorado Department of Revenue (CDOR) provide that service. On July 8, 2008, the City did inform the CDOR of the intent to begin self-collection effective January 1, 2009. The internal processes and systems are currently underway to ensure a smooth transition, including a proactive business outreach program.

Taking the vote of the citizens and using the home rule authority to further the quality of life for the citizens of Centennial is an opportunity that the City is embracing with humility and a commitment to excellence.

Capital Improvement Program Plan

The Capital Improvement Program (CIP) five and ten year plans provide a guideline for setting priorities for future improvements in the City that have a useful life of at least five years. It is developed with input from a Capital Improvement Committee that includes representatives from several City departments and the City-wide Neighborhood Associations. Cost estimates and project summaries are prepared and potential projects are ranked by various objective criteria.

Based on ranking and available funding, estimated capital improvement project budgets for the next five and ten years are determined and are used to guide future planning and the need for potential supplemental funding. The plan is updated every year as priorities change and studies and master plans identify particular long-term needs.

Our Voice. Our Vision. Centennial 2030

In late 2007, Mayor Pye and City Council were motivated to develop a visioning process that would not only capture the voice of the current citizens, but would also inspire direction for the City's future population. In an effort to better understand the community's expectations as the City entered its eighth year of operations, the City set out to 1) identify citizen expectations, and 2) establish more formalized, long range and citizen-led vision.

Initial to the visioning process, a voter opinion survey was designed to determine the satisfaction level of the citizens of Centennial with the services being received. A sample of 400 respondents was randomly chosen from a list of registered voters, those respondents were interviewed and the results were provided to the Mayor and City Council in a 400 page report.

Key findings of the survey included:

- Satisfaction with life in Centennial and local governance remains high
- Snow removal, weeds, and potholes are potential flashpoints for citizens
- Voters expressed broad support for conservationist or 'green,' environmentally-friendly initiatives
- Maintaining quality schools remains a central focus of the community
- Residents express modest enthusiasm for economic development 'engineering' but, would like to see more high tech jobs in the City

Following the survey, a citizen-led visioning process was initiated, culminating in April 2008, with a seventy-seven page report outlining four major goals and associated strategies as identified by each of the vision committees.

The committees met more than 20 times during a three month period. Each group was tasked with developing a vision statement for their area of focus and an action plan including goals and strategies to achieve that vision by 2030. Participants analyzed research and a variety of current and future trend information. Each committee heard from members of City staff, City contract service providers, and County and regional organizations in order to facilitate the creation of a vision that represented Centennial's citizenry and the relevant challenges they face.

Pervasive in the discussions were several common themes regarding Centennial's future, including:

- Connecting the Community
- A Safe and Secure City
- City Signature Events
- Transportation
- Infrastructure Support/City Services
- Open Space
- Government Accountability and Transparency
- Partnerships
- Open Communication Between Government and Citizens
- Economic Viability

Ultimately, the committees focused on four major core values or elements that they believed strongly affected Centennial's future. These elements include:

- City Services
- Community Quality of Life/Citizen Engagement
- Economic Health
- Environment

The City's Budget Team has integrated these four major core values and common themes as the framework for reporting the 2008 accomplishments and for developing the goals and strategies for 2009. As evidence of the City's commitment to these values, this document is printed on recycled paper. Additionally, this document is available on the City's Web site to reduce the number of copies needed for print.

Comprehensive Plan

With adoption of the City of Centennial Comprehensive Plan in 2004, it was intended that the plan would serve as a framework, to be supplemented with corridor plans, sub-area plans, and other specific plans to achieve the City's vision for the future. To date, the City has adopted two sub-area plans and a Parks, Open Space, Trails and

Recreation Master Plan. Open Space planning contributes to the City's quality-of-life and the long-term attractiveness of the community. Desirable communities consistently support a stronger economy and superior fiscal performance. The City receives several dedicated funding sources for open space improvements and the Plan assists us in directing the use of that funding to maximize benefits to Centennial residents.

Sub-area plans are aimed at encouraging the development and redevelopment of the City in a manner that will achieve the highest and best potential use of land. The fiscal impacts of such planning efforts are very direct. For example, the Arapahoe Urban Center Sub-area Plan has influenced the planning for the development of specific parcels of land in a manner that will have a much greater fiscal benefit to the City. This plan encouraged higher intensity, mixed-use commercial and residential development, which has a much better fiscal impact compared to single-use residential development.

The City intends to continue its sub-area planning efforts. We currently have a sub-area planning effort underway for areas surrounding the new Streets at SouthGlenn commercial redevelopment. This plan is intended to maximize the spin-off benefits of this development to encourage revitalization and redevelopment of the surrounding area.

Transportation Master Plan

A Transportation Master Plan (TMP) will develop the City of Centennial's vision for all modes of transportation that is necessary to accommodate future demands on the transportation network over a set period of time, typically the next 30 years. The process for developing the TMP is scheduled to begin in 2009 and the implementation of components could begin as soon as 2011, depending on budgetary constraints. Short-term and long-term implications on the budget will depend on the TMP components that are selected for inclusion in the City's Capital Improvement Program.

New Centennial Civic Center Facility

The City has leased office space since its inception, and in 2006 diligently began a space planning and design process, looking at both current and future needs. Then, in late October, 2007, the City was approached by Westerra Credit Union to acquire their five acre property that is centrally located and required minor improvements to meet the City's facility needs. In the Spring, 2008 the City completed the acquisition of the 34,000

square foot facility (fully furnished), along with the 15 acres of surrounding vacant land, including eleven acres that was acquired using Open Space Funds and that has been set aside as future park land.

The building and the 3.84 acres of multi-purpose land was acquired for \$4.1M using General Fund dollars, and the eleven acres of park land was acquired for \$2.64M from Open Space funds. The City purchased both the building and surrounding land without the issuance of debt and holds fee-title to the property.

Performance Measurements, Goals and Objectives

The Mayor, City Council and City staff are committed to providing the highest possible level of service to the citizens of Centennial. Toward that end, the City embarked upon two major leadership initiatives in 2008, including a commitment to and participation in the International City/County Management Association (ICMA) Center for Performance Measurement (CPM), and a strategic planning process established through the Five Star Institute's Vector5™ Solution process.

ICMA's Center for Performance Measurement

Centennial has participated in ICMA's Center for Performance Measurement (CPM) since 2007. On an annual basis, jurisdictions throughout the United States and Canada report on their efficiencies within fifteen different service areas, including: Code Enforcement, Facilities Management, Fire and EMS, Fleet Management, Highway and Road Maintenance, Housing, Human Resources, Information Technology, Library Services, Parks and Recreation, Police Services, Purchasing, Refuse and Recycling, Risk Management, and Youth Services.

Centennial entered the program as a unique comparison providing many of the service areas through private industry or intergovernmental agreements. As a member of CPM, Centennial is able to benchmark with other cities to determine service levels and efficiencies for both in-house and outsourced service areas. The City views the program as an accountability check in determining if it is utilizing its resources in the most efficient and productive manner. For example, when the City first started reviewing the transition of Public Works services, a peer city review was necessary to determine how the City's service levels ranked amongst neighboring jurisdictions. Utilizing efficiency data

provided through the CPM program, Centennial decided to make modifications to public works services and increased street resurfacing from 16 – 20 centerline miles to 41 centerline miles (or 10 percent (10%) of the overall network), representing an increase of approximately 122 percent (122%) with fewer dollars expended.

Numerous jurisdictions within Colorado (referred to as the *Colorado Consortium*) are in the process of reviewing which core performance elements are most important to measure, making sure that the jurisdictions are only evaluating those elements that are meaningful and result in higher effectiveness and efficiencies. Essentially the Colorado Consortium is designing a “dashboard” to determine where the focus should be when measuring outputs (results).

Centennial is also integrating performance measurements within the culture of the organization. It is the City’s goal to demonstrate accountability and efficiency through a transparent lens. Staff is taking the fundamental principles of “efficient use of resources” and instilling them into the everyday tasks performed and the organizational philosophy. Staff will begin developing the CPM program within the organization in 2009 to not only include the current work of reporting measurements to ICMA, but to also include the feedback of the results through an annual performance measurement report that will be available to citizens and businesses.

Five Star Institute’s Vector5™ Solution

In January 2008, the City of Centennial’s Elected Officials and the City’s Executive Staff engaged in the Five Star Institute’s Vector5™ Solution. The Five Star Solution assists organizations in attaining critical strategic and financial targets. The process is a collaborative, year-long team process and includes use of a proprietary web-based application that moves teams out of the comfort zone and motivates change. The executive staff meets every six weeks to review the established goals ensuring progress, identifying roadblocks and removing obstacles, and keeping the team focused on collaboration in achieving results. Staff reports are routinely submitted to the City’s Elected Officials creating a high level of accountability.

Centennial Values Its People (CVIP)

In 2008, staff from all departments, including contract employees, created the *Centennial Values Its People (CVIP) Morale, Rewards and Recognition Program*. The program

acknowledged that a crucial part of achieving organizational goals starts with a motivated and high quality staff, and that recognizing outstanding employees strengthens the organization. The purpose of the CVIP is to provide a forum for employees to recognize and acknowledge fellow employees for their professional efforts. Employees are rewarded for demonstrating one or more of the City's ten values, creative and innovative ideas, and commitment to excellence as related to a special project or major or long term task.

ORGANIZATIONAL VALUES

Efficient: We perform at the highest level while best utilizing our time, resources and effort;

Effective: We work together with a shared sense of purpose to achieve the City's priorities;

Responsive: We listen openly to our customers to understand their needs and expectations, and share whole and complete information in order to deliver what we promise in a timely manner;

Innovative: We are empowered to act proactively, to evaluate how we do business and to make recommendations for changes in order to better serve our community;

Accountable: We recognize that our performance is best measured by benchmarks that are tracked and reported to demonstrate our commitment to excellence;

Partnership: We team with each other to work collaboratively and hold a shared responsibility of service;

Integrity: We do the right thing, acting in a truthful, dependable and fair manner;

Trust: We preserve an environment that supports sincerity, honesty and ethical behavior by acting reliably and demonstrating loyalty;

Respect: We treat each person equitably by valuing his or her thoughts, opinions, diversity, and personal needs;

Personal & Professional Enrichment: We acknowledge and encourage individual development and personal well being in a fun and creative environment.

Evidence of the use of these management and organizational tools appears for the first

time in this budget document. Performance measurements are included in the function and discipline sections of the document. The performance measurements reported in this budget document relate to the ICMA Center for Performance Measurements, where applicable, and the goals/strategies that correlate to the Vector5™ Solution and *Our Voice. Our Vision. Centennial 2030.*

Also included in each of the functional sections is an Overview, 2008 Accomplishments tied to the four core values determined in the visioning process, Performance Measurements with three-year comparative data where available, 2009 Goals and Objectives also tied to the four core values determined in the visioning process, financial information, and staffing levels with three year comparisons. The departments have been slightly altered to reflect the actual function of the segment of staff and then within that function, the various disciplines that come together to meet the need of that function. For example, under the Legislative function are the disciplines of Elected Officials, City Attorney's Office, and City Clerk. The four core values are identified by the value and a related symbol/picture.

Community Profile

In 2008, the City obtained a Retail Market Analysis (RMA) that provided qualitative data analysis that utilized Experian Business Strategies' MOSAIC USA group and type descriptions. The analysis obtained gives a comprehensive and unique look at the City's demographics and business culture. The Community Profile section of the budget document shows an innovative view of the City of Centennial. Also included in this section are colorful graphs and charts and a unique view of the culture and composition of Centennial. Sections include a Community Vision, Location, History, Demographic Profile including Sub-Area Profiles, Analysis of the labor force in the City and leaving the City each day, the Local Economy, Major Employers, a Peer City Comparison, Partnerships & Service Providers, and a new section called "Psychographic Profile". All of this information is provided to give the reader a comprehensive view of the City, its citizens and the industries that thrive within its boundaries.

Community Outreach and Input

Community Events. The City has had the privilege of hosting several community events, movie night-outs, charity walks, and other events during 2008 that were

designed to connect citizens, businesses, non-profits and government. Thousands of attendees reflected a growing desire for Centennial to become a unified community.

Community Participation. The City actively solicited the input and participation of citizens and the business community as it developed programming and determined the manner in which the needs of the City are met in the future. Several Requests for Proposals (RFP's) were issued for City services, including public works programs, animal care and control services, and mosquito control services throughout the year, and numerous citizens participated with staff and business experts in the selection committees for these critical services.

Community input was also a critical element in the "Our Voice. Our Vision. Centennial 2030" Community Visioning Process, the Centennial Open Space Master Plan, the Arapahoe Urban Corridor Sub-Area and SouthGlenn Sub-Area plans, and in developing the Home Rule Charter. Additionally, City Council and staff worked with other jurisdictions to combine resources in providing services to the citizens. For example, the City is leading a coordination effort between several jurisdictions to determine the feasibility and nature of a regional animal shelter.

City Council and City management are actively involved in local, regional and national committees keeping the City of Centennial informed and involved in the newest and most collaborative efforts, maximizing the resources available to provide the highest possible quality of life.

Major Impacts to Service Delivery

The City continues to follow the direction of the Mayor and Council to maintain a high-functioning, efficient and effective organization. In 2008, the City had only fifty-one (51.0) approved staff positions serving a population of approximately 100,000. However, in addition to in-house staff positions, in 2008, the City also negotiated numerous contracts for major services including:

Wider, Michow and Cox LLC, City Attorney

SafeBuilt, Building Department

Arapahoe County Sheriff's Department, Law Enforcement

CH2M Hill OMI, Public Works and the City's 24/7 Call Center
Humane Society of the Pikes Peak Region (HSPPR), Animal Services
Community Preservation Specialists, Code Enforcement
Ottertail Environmental, Inc., Mosquito Control
PReMA Corp, Contractor Licensing and Use Tax Administration

Additionally, previously contracted services for planning, development and land use functions were brought in-house in January 2008. This new department has been very successful and their diligence has been complimented throughout the development community.

Finally, in order to better align the organization, the functions of Economic Development and Contract Administration have been moved into the City Manager's Office, and Mosquito Control is now included with the Public Works function.

2008 Revised / 2009 Adopted Budget

General Fund

2008 Revised Budget. As you will see in the General Fund 2007 – 2009 Summary, the 2008 expenditures and net other financing uses are anticipated to close at \$49.3M which is \$5.3M above the 2008 Adopted Budget expenditures of \$44.0M. Revised revenue projections for 2008 are expected to be \$46.0M compared to the Adopted Budget of \$45.5M, or \$.5M above the 2008 Adopted Budget.

Revenue projections for 2008 were planned conservatively given the uncertainties of the economic markets and the redevelopment of the Streets at SouthGlenn. All in all, between the conservative revenue projections and diligence in managing expenditures, we are anticipating the 2008 Revised ending fund balance for the General Fund to be \$11.4M (or 23.1 percent (23.1%) of general fund expenditures and other uses) – a decrease of \$3.3M from the audited 2007 ending fund balance, largely due to the acquisition of the new Civic Center building. The Revised 2008 fund balance includes the required 3 percent (3%) TABOR emergency reserve totaling \$1.4M of operating expenditures, as well as the 10 percent (10%) (\$4.8M) restricted fund balance that is required as a result of Council policy, and numerous other designated reserves.

2009 Adopted Budget. Moving into 2009, revenue projections continue to be somewhat conservative. With the exception of Animal Care & Control Fines and Fees (projected at \$66,000), there are no new taxes or other fees included in the revenue projections for 2009. The projections do; however, include revenues from new programs to be implemented during 2009 including a sales tax auditing and sales tax delinquency tracking program. Finally, the 2009 Adopted Budget includes projected sales tax revenues from the redevelopment of Streets at SouthGlenn of \$1.65M; it is expected that 80 percent (80%) of the retailers at the Streets at SouthGlenn will be open by June, 2009.

In addition to economic threats to revenue, there continues to be legislative challenges (federal and state) that could impact the City's ability to impose sales tax on telecommunications and cable franchise fees. It is important to note that three of the top 10 sales tax producers for the City are related to the telecommunication industry and represent approximately \$1.6M annually in sales tax. Cable Franchise fees represent an additional \$1.0M of the City's revenues. Combined, these sources represent nearly \$2.6M or 5.6 percent (5.6%) of the City's General Fund revenues that could be in jeopardy should legislation pass that would limit the City's ability to impose these taxes and fees. We will continue to watch this legislative session very closely.

Given the variables noted above, staff is projecting General Fund revenues (excluding transfers in) for 2009 at \$46.5M, or an increase of \$485,429 1 percent (1.0%) over the 2008 Revised budgeted revenues. General Fund expenditures (including transfers out for the Land Use and Capital Improvement Program funds) are projected at \$49.3M, or \$5.3M, 4.5 percent (4.5%) above the \$44.0M in the 2008 Adopted Budget. It is important to note that approximately \$4.1M was expended from the General Fund during 2008 for the purchase of the City's Civic Center; this amount was supplemented in the 2008 Revised Budget.

Public Safety. The Sheriff's Office submitted a budget request of \$20,037,596 or a 2.7 percent (2.7%) increase over the 2008 Revised Budget of \$19,505,800. Under the current Intergovernmental Agreement (IGA) with Arapahoe County, the Sheriff's Office may request up to a 3.5 percent (3.5%) annual increase in their requested budget. The entire Public Safety budget represents 49.6 percent (49.6%) or \$20.0M of the

General Fund (including the traffic officers that are budgeted and cost-centered in the Municipal Court).

Public Works. During 2008, the City changed Public Works service providers from Arapahoe County to CH2M Hill OMI. The 2008 Adopted Budget includes one-half year of contracted service costs through Arapahoe County and one-half year of contracted service costs through CH2M Hill, OMI. The total net increase in contracted services in the 2009 Adopted Budget is \$4,345,765; however, the level and types of services to be provided during 2009 under the CH2M Hill OMI contract vary from services previously provided by Arapahoe County.

Transportation Designations. The City is required by law to use 100 percent (100%) of the auto use tax revenues of \$3.7M and a maximum of \$2.8M of sales tax revenue for the acquisition, construction, operation, maintenance and financing for transportation system improvements (a combined amount of \$6.5M). The City's 2009 Adopted Budget ensures these requirements are fulfilled.

Code Enforcement. The 2009 Adopted budget includes costs for a third party service provider. During 2008 the City contracted all Code Enforcement services, including an enhanced service plan with additional code enforcement officers.

Other Funds

Land Use Fund. The City's Land Use Fund is intended to be an enterprise fund which basically means it is self-funded through charges and fees imposed on development related services. In order to meet the requirements of a fully functioning enterprise fund, the fund must not be subsidized by another fund by more than 10%. In light of the Council's decision to bring planning and development services in-house beginning January 1, 2008, the Land Use Fund has reduced its dependency on the General Fund subsidy. The 2009 Adopted Budget reflects a General Fund subsidy of \$459,829, compared to \$418,202 projected for 2008. The Land Use Fund's Adopted 2009 Budget includes funding for one-time projects, not funded by charges and fees, including the Land Development Code Re-write. The department of Planning and Development has recommended slight changes to the Land Use fee structure based on current costs of providing services.

Capital Improvement Fund. The 2008 Adopted Capital Improvement Fund Budget is presented in the 2009 Budget document by project, and includes amounts reappropriated (but unused) during previous periods. The 2009 Adopted Budget for the Capital Improvement Fund is \$6.1M and includes funding for services and supplies related to Streets Maintenance/Operations, Geotechnical Services and Testing, Major/Minor Structures and Inspections, Traffic System Upgrades, and Capital Improvement Program Management. The cost for the majority of these services was included in the Public Works department in the 2008 Adopted Budget; however, are included in the Capital Improvement Fund in the 2009 Adopted Budget in an effort to better align department services and costs. The 2009 Adopted Budget also includes funding for new streets and intersections, sidewalks, traffic signals and street signs.

In Conclusion

I want to express my appreciation to the Mayor and members of City Council for their continued support of staff, their solid leadership, and their never-ending dedication to the citizens and businesses of Centennial. The staff also amazes me with their continuous commitment to excellence and their on-going desire to ensure transparency in providing the operational and financial details of the organization, not to mention their high degree of professionalism in providing the day-to-day services to the community.

Pulling together a document of this nature is always a complicated and time-consuming process; however, this document in particular, because of the many enhancements that have been included, has been particularly challenging. And, without the dedication of Elisha Thomas, Assistant to the City Manager, Dawn Priday, Acting Finance Director, and Karen Stickland, Management Analyst, it simply would not have been a reality. I'd like to thank each of them for their innovation, hard work, and the many tireless hours they put in to the new format design and preparation of the narrative and financial data. The great cover and section tabs were designed by Corri Spiegel, Economic Development Manager, and all department directors as well as numerous other staff, were integral to the entire process. What a TEAM!

Sincerely,

Jacque Wedding-Scott

City Manager



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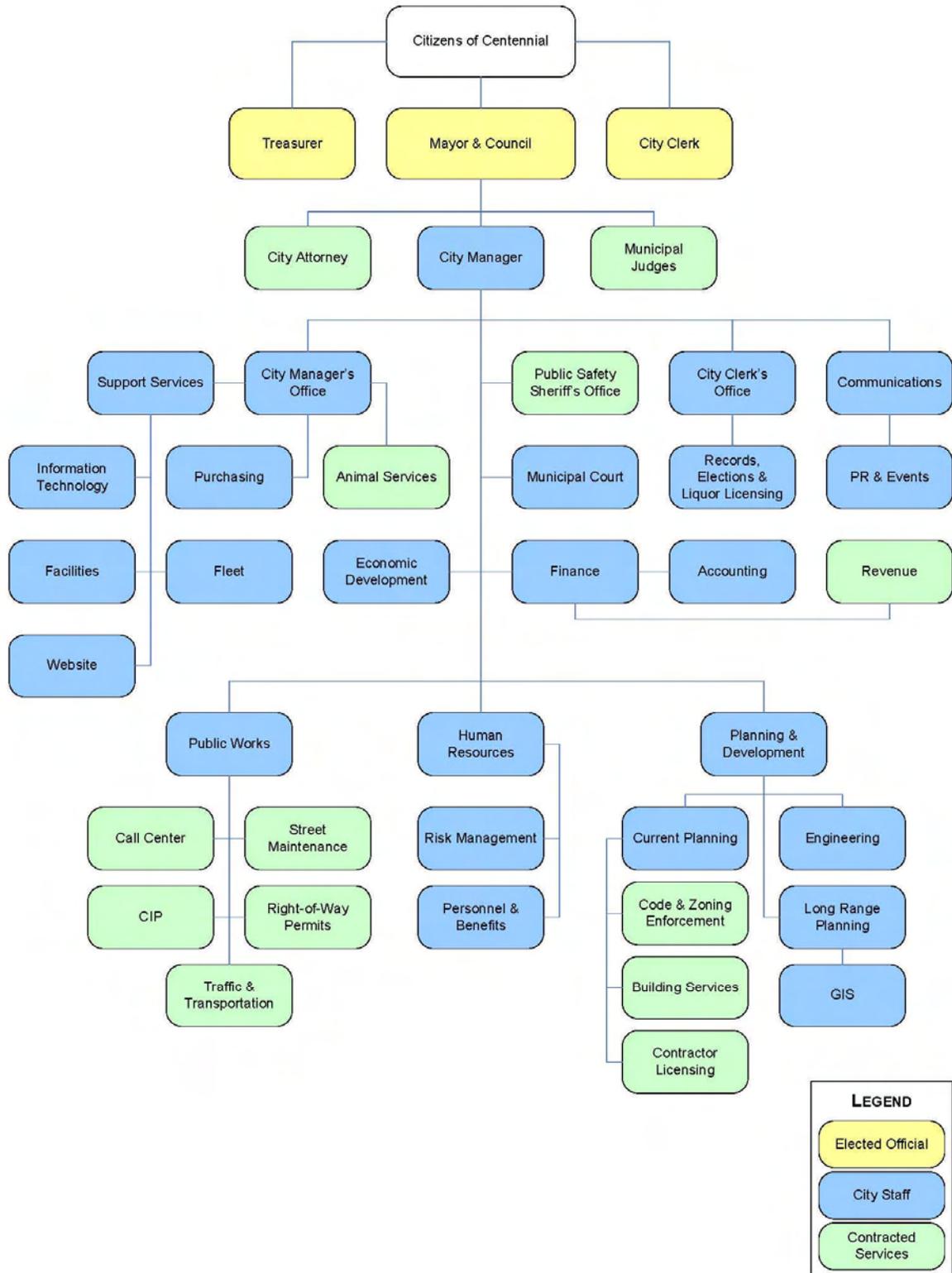
effective

INTRODUCTION





INTRODUCTION





Government Structure

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

Home Rule as it Relates to the Budget

The Home Rule Charter was adopted in 2008 and required changes in the budget process and timeline. 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 twentieth (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 (7) 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 fifteenth (15th) day of December of each year. The budget will not be considered adopted unless a public hearing occurs prior to the vote of the City Council and there is an affirmative vote of a majority of the City Council to adopt the budget.

Per 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 on June 17, 2008 became a home-rule city under Article XX of the Colorado Constitution. The Home Rule Charter established a Council-Manager form of government. The City Council is the executive power which appoints the City Manager to run matters of the City. 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. The City Treasurer and City Clerk positions are terminated in January 2010 as a result to the Home Rule Charter.



Elected Officials (Cont.):

Mayor



Randy Pye
January 2010

District 1



Rick Dindinger
January 2010



Betty Ann Habig
January 2012

District 2



Sue Bosier
January 2010



Keith Gardner
January 2012



Elected Officials (Cont.):

District 3



Rebecca McClellan, Mayor Pro Tem
January 2010



Patrick Anderson
January 2012

District 4



Ron Weidmann
January 2010



Todd Miller
January 2012

City Clerk



Linda Gawlik
January 2010

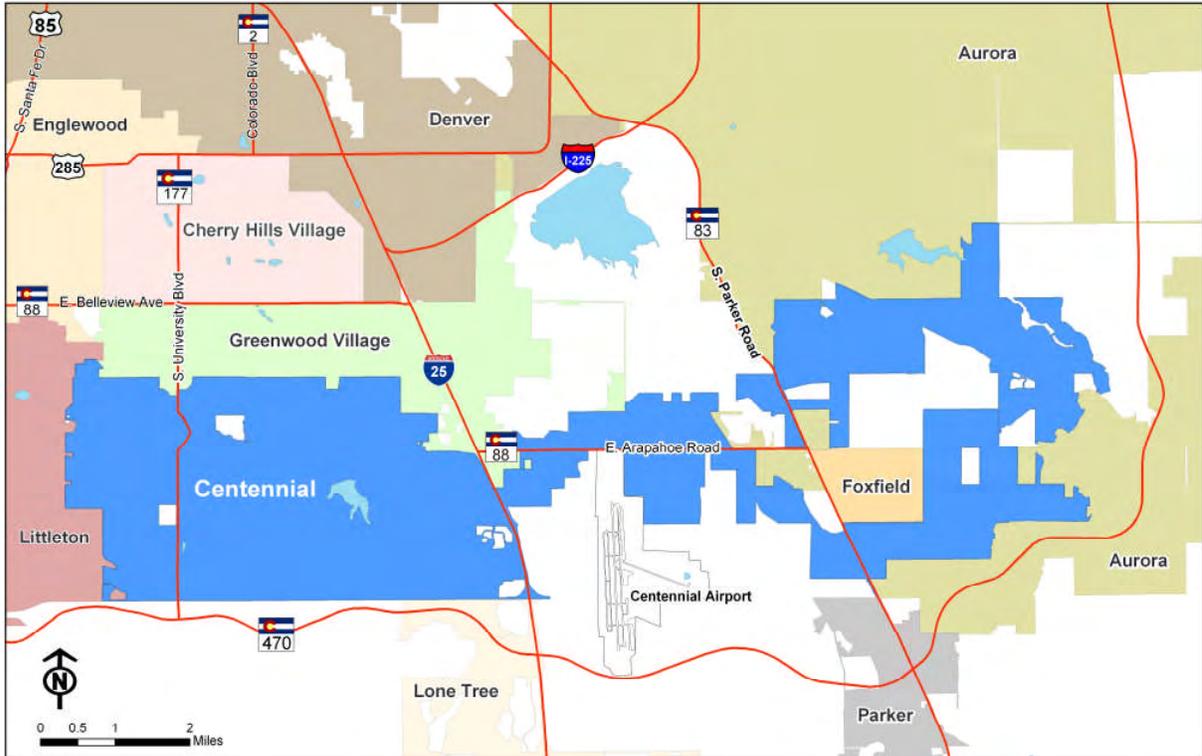
Treasurer



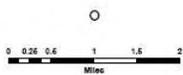
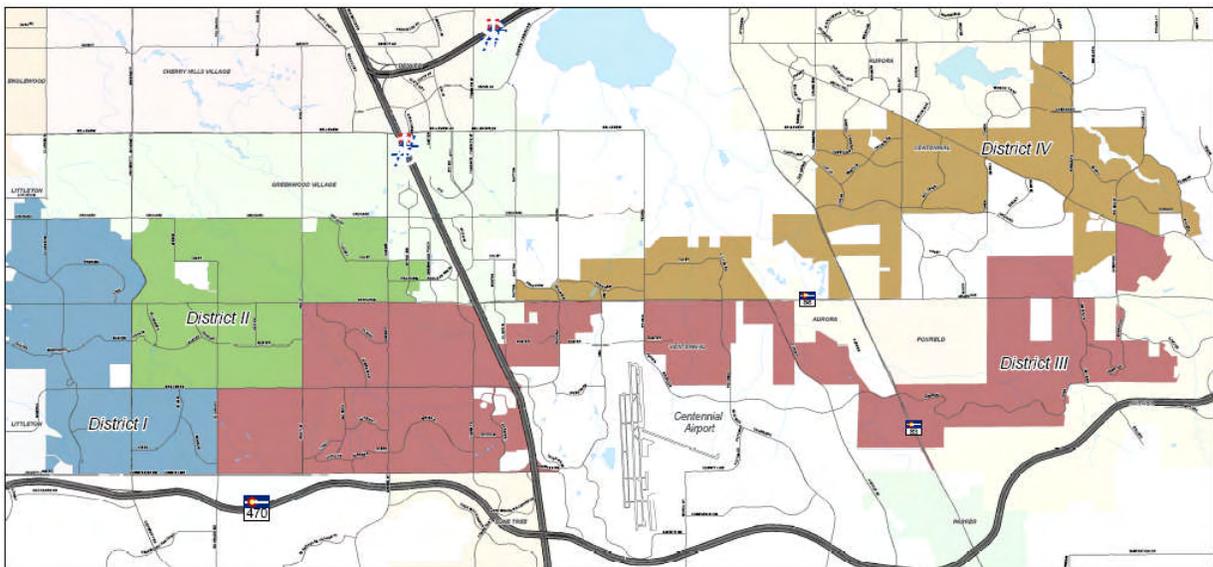
Susan Bockenfeld
January 2010



City of Centennial



District Map



Districts

- District I
- District II
- District III
- District IV
- Interstate
- Urban Principal Arterial
- Urban Regional Highway
- Rivers



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Government Structure (Cont.)

City Employees & Benefits

The City currently has 53.5 authorized full-time equivalent (FTE) positions (exempt and non-exempt). Contract employees are not included in the FTE count as they are not City employees. Centennial neither recognizes nor bargains with any employee union.

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

Other benefits provided to City employees include vacation leave, sick leave, and paid holidays. Health care benefits include medical, dental and vision, 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 Public Safety and Public Works are contracted using third party service providers.

Scope of Services

The City of Centennial provides the following major services:

- Public Safety
- Street Maintenance
- Traffic & Transportation Management
- Code & Zoning Enforcement
- Building Services
- Contractor Licensing
- General Administration
- Economic and Community Development

A major goal of the City is to provide responsive government. The City has a twenty-four (24) hour, seven (7) days a week call center that is ready to respond to the needs of the community. In addition, utilizing contractors for government services provides flexibility in responding to the changing needs of the community.



Community Profile

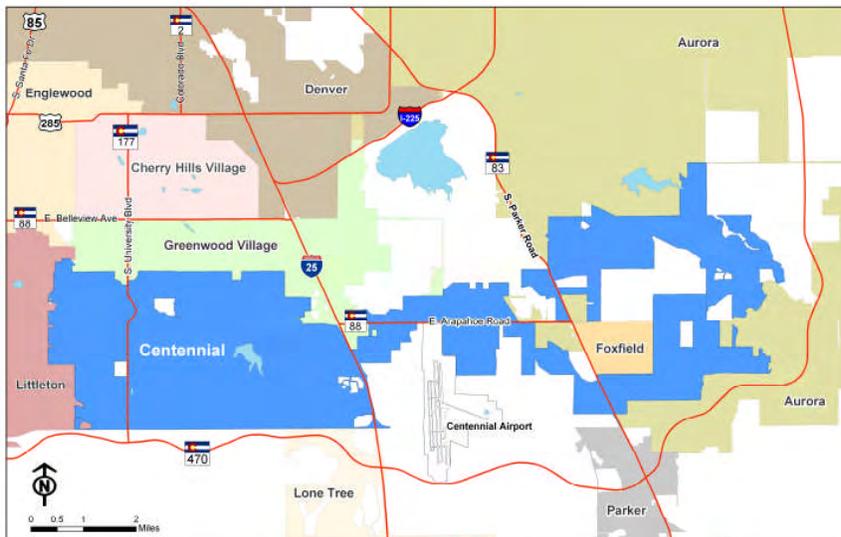
Community Vision

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

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

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

~ *Our Voice. Our Vision. Centennial 2030*



Location

The City of Centennial is located in the southern region of the Denver Metropolitan Area. The City shares its boundaries with the cities of Littleton, Greenwood Village, Aurora, Parker, Lone Tree; Town of Foxfield; and unincorporated areas of Arapahoe and Douglas counties. The City's current incorporated area is over 28 square miles located entirely within Arapahoe County.

Land Area

28.24 Square Miles
18,074.84 Acres

History

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

Demographic Profile

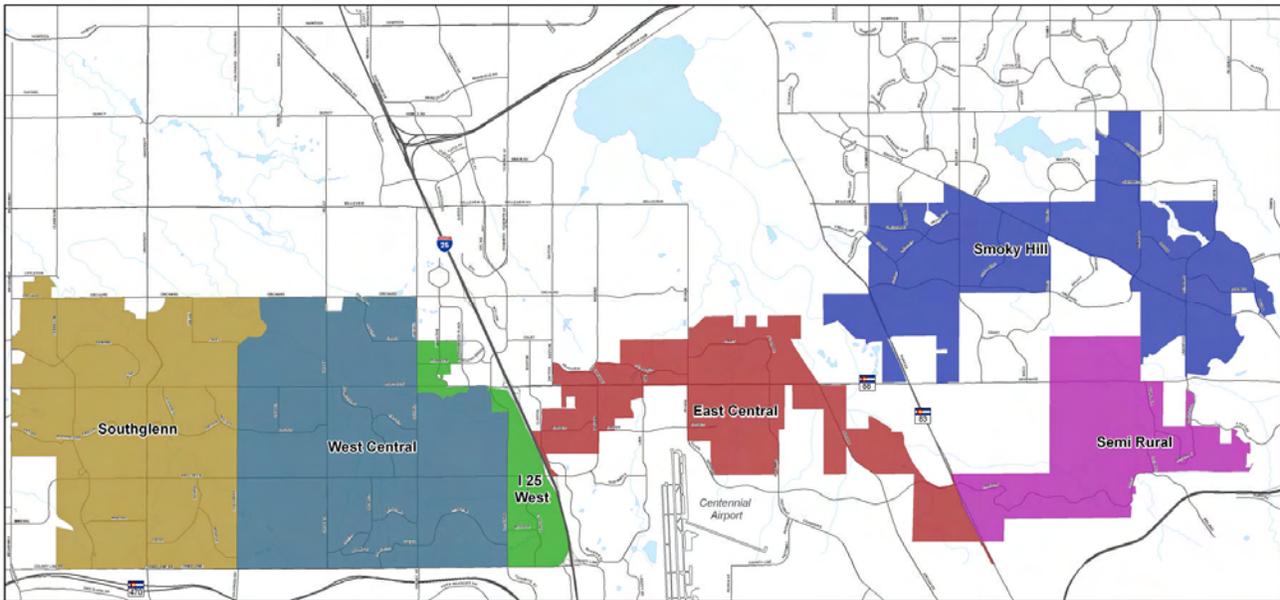
| | |
|-------------------------------------|-----------|
| Population | 102,522 |
| Households | 36,391 |
| Median Age | 37.4 |
| Median Household Income | \$96,342 |
| Average Household Income | \$108,847 |
| Daytime Population | 56,077 |
| Labor Force:Jobs Ratio ¹ | 0.987 |

¹ A Labor Force to Jobs Ratio of 0.987 indicates that Centennial exports and imports nearly the same amount of workers.



Sub-Area Profiles

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



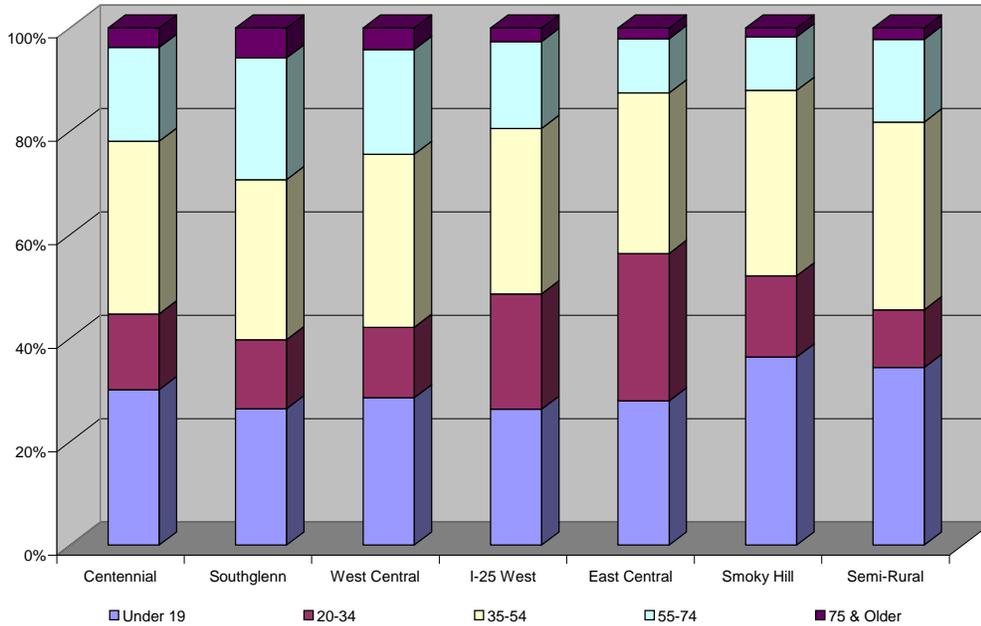
| 2007 | Centennial | Southglenn | West Central | I-25 West | East Central | Smoky Hill | Semi-Rural |
|--------------------------------|------------|------------|--------------|-----------|--------------|------------|------------|
| Population | 102,522 | 29,302 | 34,641 | 2,323 | 3,804 | 24,392 | 6,815 |
| Households | 36,391 | 11,163 | 12,814 | 1,007 | 1,165 | 7,328 | 2,093 |
| Families | 26,937 | 7,902 | 9,319 | 552 | 697 | 6,300 | 1,819 |
| Average HH Size | 2.82 | 2.62 | 2.70 | 2.31 | 3.27 | 3.33 | 3.26 |
| Median Age | 37.4 | 42.6 | 40.7 | 36 | 31.3 | 33.6 | 37.9 |
| Median HHI | \$96,342 | \$84,432 | \$99,798 | \$86,777 | \$76,657 | \$108,096 | \$147,351 |
| Average HHI | \$108,847 | \$92,282 | \$114,860 | \$101,224 | \$131,246 | \$109,088 | \$197,194 |
| Med. Disposable Income | n/a | \$66,800 | \$77,328 | \$68,464 | \$61,734 | \$84,065 | \$115,070 |
| Labor Force | 56,826 | 16,306 | 20,035 | 1,482 | 1,921 | 13,637 | 3,445 |
| Daytime Population | 56,077 | 6,710 | 9,993 | 12,124 | 23,187 | 2,928 | 1,124 |
| Labor Force:Daytime Population | 0.987 | 0.412 | 0.499 | 8.181 | 12.070 | 0.215 | 0.326 |
| Avg. Time to Work (1W) | n/a | 24.4 | 23.4 | 22.2 | 21.4 | 31.0 | 28.0 |

Note: Calculations of the 6 sub-areas may not result in the exact number listed for Centennial. A data error of 2-3% is the result of intricacies in GIS software and is considered an acceptable error rate.

Abbreviations: HH—Household | HHI—Household Income | 1W—One Way



Centennial Sub Areas - Age Distribution (2007)

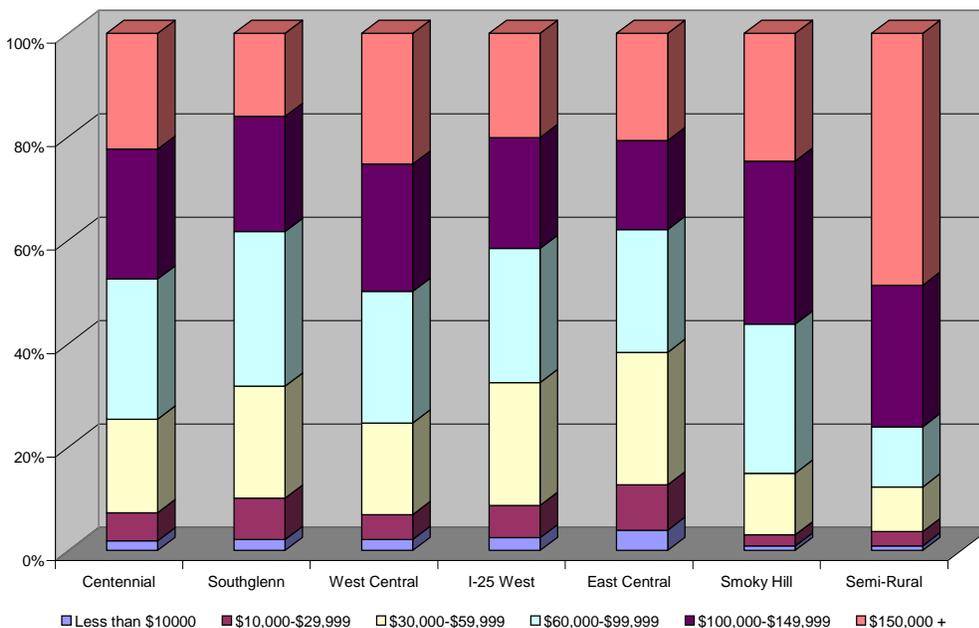


The West Central sub area has the largest share of Centennial's population representing nearly 35,000 residents.

I-25 West represents the smallest sub area with 2,300 residents.

Above: The 35-54 age range represents the largest portion of the City's total population which includes nearly 34,000 residents. It is the dominant range in the sub areas exclusive of Smoky Hill, where the Under 19 age range is the largest.

Centennial Sub Areas - Household Income Distribution (2007)



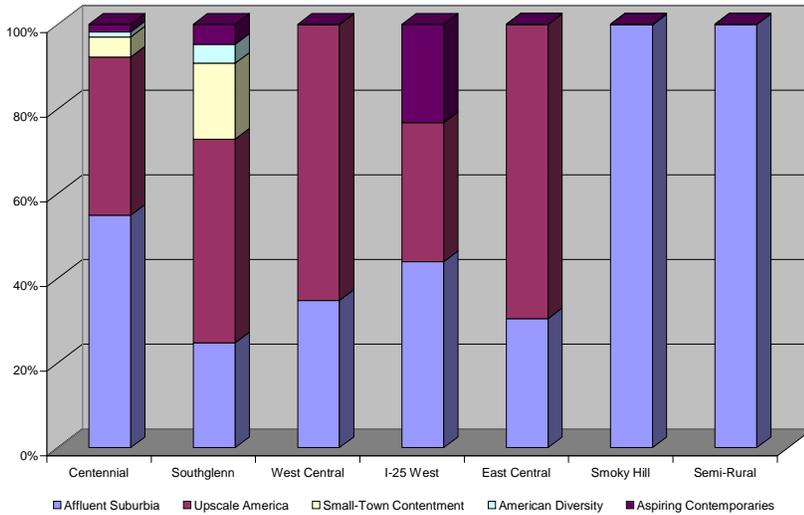
The dominant household income bracket in the City is \$60,000 to \$99,999 representing 27% of households in the City. It is followed closely by the \$100,000 to \$149,999 (25%) and \$150,000 (22.4%) brackets.

Nearly half of the households in the Semi-Rural sub area have incomes over \$150,000.



Psychographic Profile

Centennial Sub Areas - MOSAIC USA Groups (2007)



The Retail Market Analysis project allowed the City to pursue qualitative data analysis utilizing Experian Business Strategies' MOSAIC USA group and type descriptions. Psychographic analysis is a common tool utilized by site selectors and real estate development professionals to augment the traditional demographic profile. Centennial is comprised dominantly of two groups – Affluent Suburbia & Upscale America – which collectively represent over 92% of the City's population. The Southglenn sub-area has the most diverse typology with population in five MOSAIC groups.

Affluent Suburbia – The wealthiest households in the U.S. living in exclusive suburban neighborhoods enjoying the best of everything that life has to offer.

The seven Types in the Affluent Suburbia group comprise the wealthiest households in the nation. These segments outrank all other Mosaic Types in terms of household income, home value and educational achievement. Concentrated in exclusive suburban neighborhoods, these households are predominantly white, college educated and filled with “Baby Boom” parents and their children. With their managerial and executive positions paying six-figure-plus incomes, they enjoy the good life in fashionable houses outfitted with the latest technology. These are the Americans who drive luxury cars, belong to country clubs, travel abroad and relax by sailing, golfing or skiing. Many are culture buffs who attend the theater, art shows, dance performances and concerts, all at high rates. Both their purchasing behavior and media choices reflect their interests in money management, travel, computers and gourmet foods.

Centennial Population – 54.3%
 US Population – 12.7%

Upscale America – College-educated couples and families living in the metropolitan sprawl earning upscale incomes providing them with large homes and very comfortable and active lifestyles.

The six Types in Upscale America are populated with mainly white, college-educated couples and families living in the metropolitan sprawl. Most of the adults work as executives and white-collar professionals, and their upscale incomes provide them with large homes and comfortable lifestyles. They like to spend their leisure time getting exercise—jogging, biking and swimming are popular—or shopping for the latest in-fashion and high-tech electronics. They are active in community affairs as members of business clubs, environmental groups and arts associations. They're selective media fans who prefer magazines and cable TV channels that cover business, fashion and the arts. Their one exception is the Internet. These Americans are omnivorous Web users who go online for everything from banking and trading stocks to downloading music and buying merchandise.

Centennial Population – 37%
 US Population – 10.9%

For more information about Experian Business Strategies MOSAIC USA:
http://www.business-strategies.co.uk/upload/pdfs_nov07/mosaic_usa_oct07.pdf



Local Economy

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

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

Major Employers: Top Private-Sector Employers *(listed in order by number of employees)*

| | |
|------------------------------------|---------------------------------------|
| OppenheimerFunds | Teksystems |
| Citi | High Noon Productions |
| Comcast | Macy's |
| United Launch Alliance | Stolle Machinery |
| US Foodservice | Vistar |
| Shaw Group | Seagr Engineering |
| King Soopers | Bailey's Moving & Store |
| Saunders Construction | Thyssenkrupp Elevator |
| Safeway Corporate | Sears |
| Raytheon Polar Services | Conmed Electrosurgery |
| Standard & Poor's Compustat | Jones International |
| Galileo International | Big O Tires Corporate |
| Nordstrom National Credit Bank | Burt Automotive Network |
| Safeway Retail | FlightSafety Services |
| Haselden Construction | Colorado Designscapes |
| Cisco Systems | Glacier Construction Co. |
| Sema Construction | Chase Manhattan Mortgage |
| UnitedHealthcare | Trust Company of America |
| National Cinemedia | Nolte & Associates |
| Western States Fire Protection | Liberty Mutual Insurance |
| Kaiser Permanente | Jones University |
| Elavon | Health One - Centennial Medical Plaza |
| DirecTV | Tagawa Gardens |
| Ikon Office Solutions | BMC West Lumber |
| Go Toyota | Integrated Cleaning Services |
| Interstate Highway Construction | Western Stone & Metal (Shane Co.) |
| Tristar Drywall | |
| Grumman Systems Support | |
| AlloSource <i>(photo to right)</i> | |



AlloSource



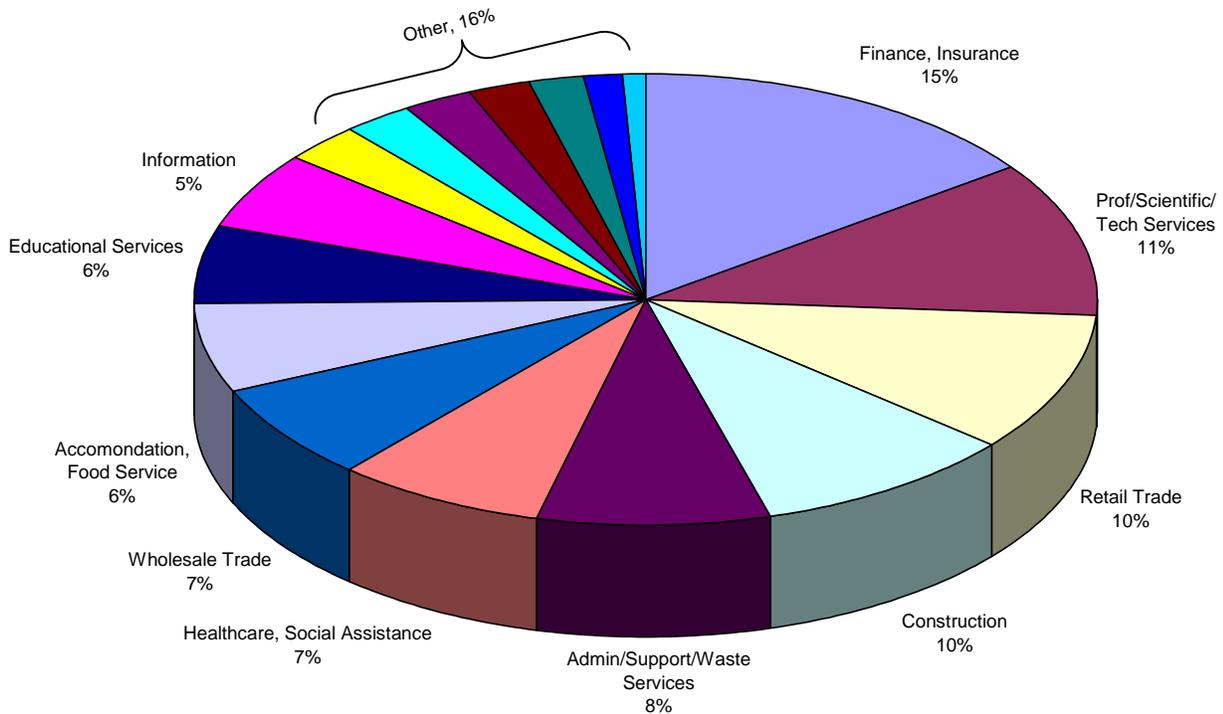
Employment & Industry Composition

Centennial's top ten industries represent the vast majority of its employment, with the remaining seven industries accounting for only 16% of total employment. More than a quarter of the City's employment base is in the Finance/Insurance and Professional/Scientific/Technical Services industries, all of which have been growing local industries in the past three years.

Trends

- Professional, Scientific and Technical Services has employment growth in Centennial at twice the state average rate during the period 2004 to 2007 (1,600 jobs added).
- Educational Services and Construction have created jobs well ahead of the state average (1,000 and 900 jobs respectfully) during the period from 2004 to 2007.
- Retail Trade employment declined significantly in Centennial (425 jobs lost) from 2004 to 2007; however, significant gains will occur with the opening of The Streets at SouthGlenn in 2008/2009.

Centennial - Employment & Industry Composition (2007)



Centennial has a diverse economy with its two largest category representing high paying industries. Finance & Insurance is the City's largest employment category with nearly 8,000 jobs, while Professional/Technical/Scientific Services follows closely representing 11 percent (11%) of the City's employment base.

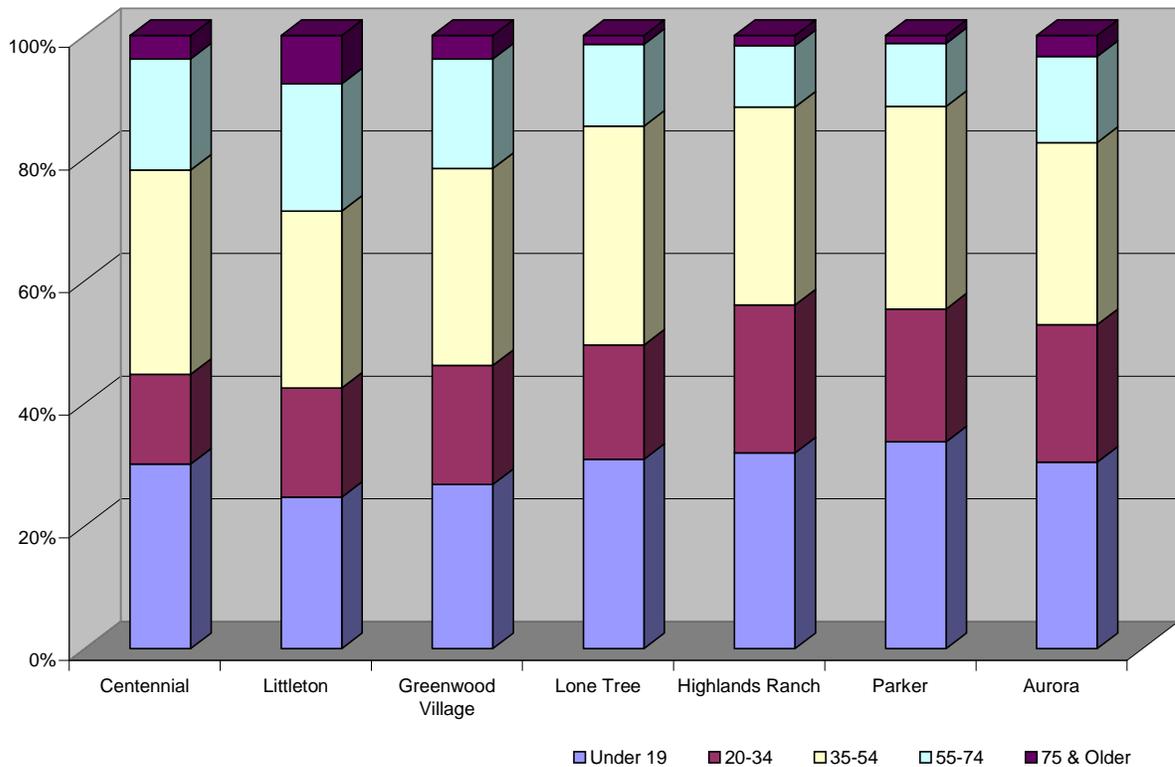
Note: "Other" represents Manufacturing, Real Estate/Rental/Leasing, Other Services (non-Public), Public Administration, Company Management, Transportation/Warehousing, and Arts/Entertainment/Recreation.



Peer (Neighboring) City Comparison

| | Centennial | Littleton | Greenwood Village | Lone Tree | Highlands Ranch | Parker | Aurora | Colorado |
|-----------------------|------------|-----------|-------------------|-----------|-----------------|-----------|----------|-----------|
| Population | 102,522 | 40,217 | 14,372 | 24,699 | 92,859 | 44,326 | 365,205 | 4,800,477 |
| Households | 36,391 | 17,332 | 5,965 | 8,635 | 32,623 | 14,753 | 133,078 | 1,880,294 |
| Families | 26,937 | 9,885 | 3,547 | 6,485 | 23,918 | 11,513 | 88,317 | 1,193,479 |
| Median Age | 37.4 | 40.6 | 38 | 35.2 | 31.9 | 31.9 | 33.3 | 35.2 |
| Median HHI | \$96,342 | \$61,174 | \$96,927 | \$116,820 | \$106,616 | \$102,030 | \$64,458 | \$58,814 |
| Average HHI | \$108,847 | \$74,956 | \$172,264 | \$127,157 | \$105,617 | \$103,746 | \$71,645 | \$69,723 |
| Daytime Population | 56,077 | 29,030 | 45,975 | 10,728 | 16,635 | 12,055 | 123,726 | 2,629,293 |
| Jobs:Population Ratio | 0.547 | 0.722 | 3.199 | 0.434 | 0.179 | 0.272 | 0.339 | 0.548 |

Peer City Comparison - Age Distribution (2007)

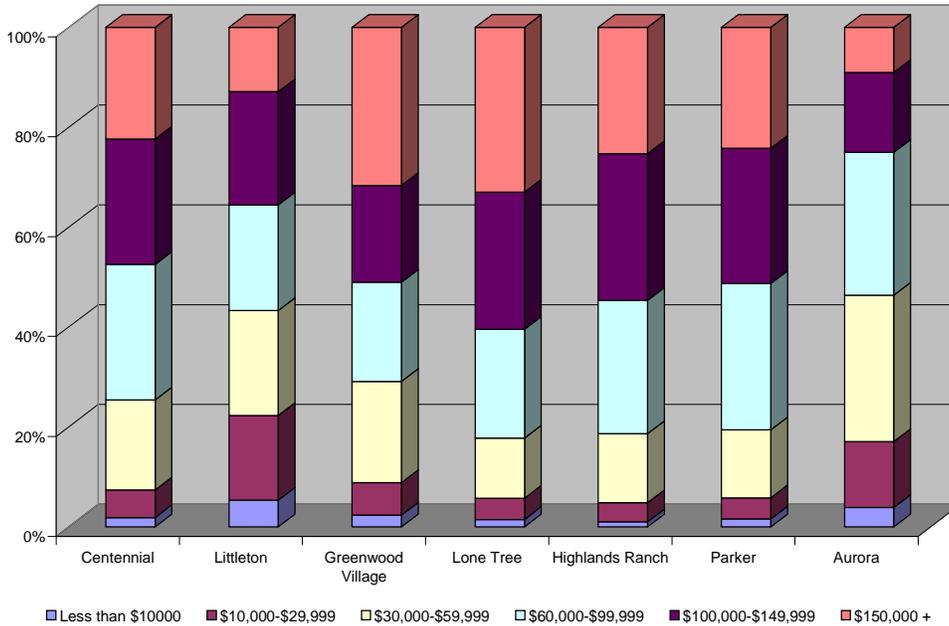


Age distribution is relatively similar between Centennial and its neighboring cities. The 35-54 age bracket is the highest population in Centennial, Littleton, Greenwood Village, Lone Tree and Highlands Ranch; while the Under 19 bracket has the largest proportional share in Parker and Aurora.

Littleton has the greatest share of population age 55+, 28.6 percent (28.6%), followed by Centennial, 21.9 percent (21.9%), and Greenwood Village, 21.6 percent (21.6%).



Peer City Comparison - Household Income Distribution (2007)



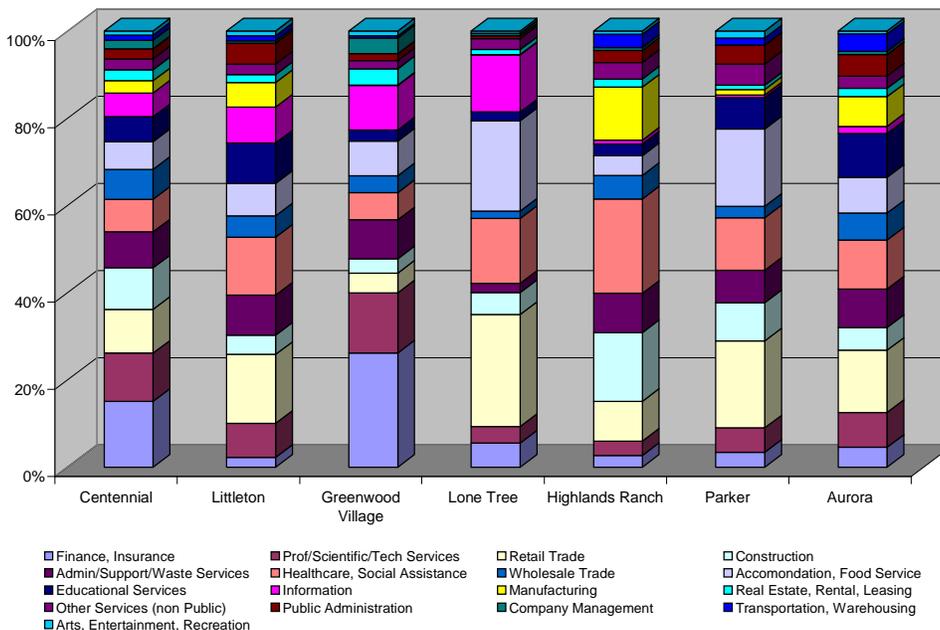
Percentage of Households with Incomes over \$100,000

| | |
|---------------|------|
| Centennial | 47.5 |
| Littleton | 35.6 |
| Grnwd Village | 51.0 |
| Lone Tree | 60.0 |
| H. Ranch | 54.7 |
| Parker | 51.3 |
| Aurora | 25.0 |

Lone Tree has the largest share of households with incomes \$150,000+ (33%), followed by Greenwood Village (31%).

Above: Median Household Income in the south metro region of Denver exceeds the state and national averages, though there is some disparity between Centennial and its neighboring communities.

Peer City Comparison - Employment & Industry Composition (2007)



Centennial maintains one of the most diverse economies in the south metro region.

Retail Trade is the largest employment category in Littleton, Lone Tree, Parker and Aurora.

Greenwood Village has the largest share of Finance & Insurance employment with 11,800 jobs representing 26% of its employment base.



Sales Tax Collection by Jurisdiction - FY 2007 Sorted by Gross Sales Tax Per Capita

Sales Tax Comparison

The City of Centennial continues to provide services on one of the lowest sales tax rates in the metropolitan area.

Sales tax in Centennial is the largest source of revenues and represents approximately 41 percent (41 %) of the total General Fund.

Centennial produces less sales tax revenue on a per capita basis compared to others 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.

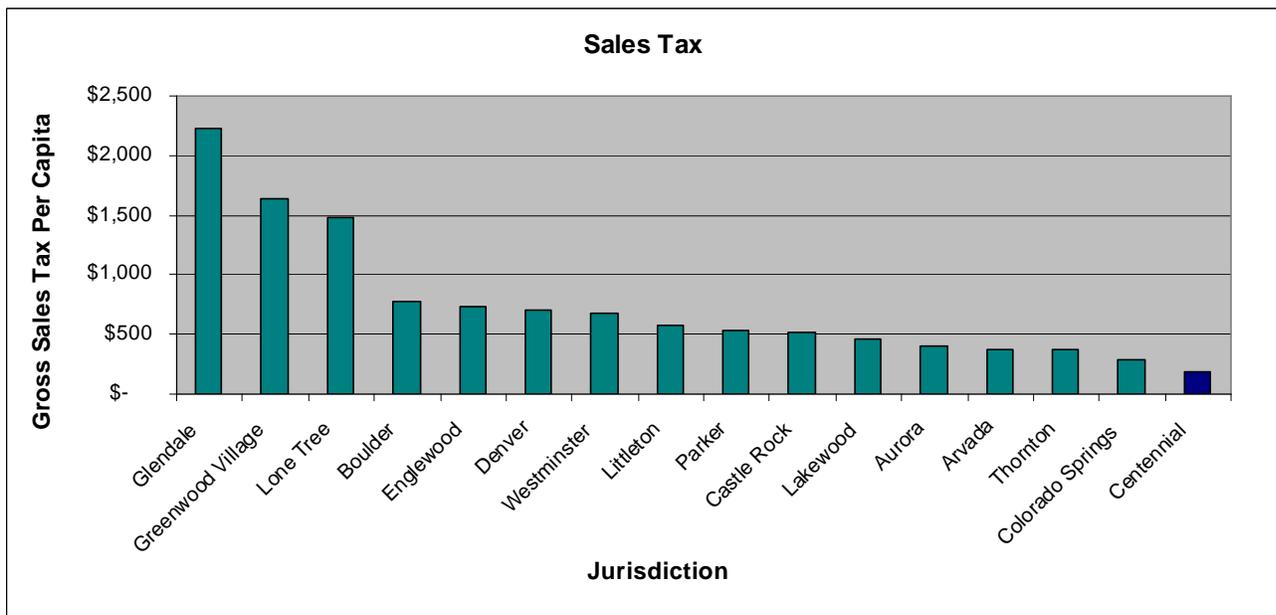
| City | Sales Tax Rate (%) | Gross Sales Tax ⁽¹⁾ | Population ⁽²⁾ | Gross Sales Tax Per Capita Per Jurisdiction |
|--------------------------|--------------------|--------------------------------|---------------------------|---|
| Glendale | 3.75 | \$ 10,158,213 | 4,554 | \$ 2,231 |
| Greenwood Village | 3.00 | 22,836,719 | 13,990 | 1,632 |
| Lone Tree ⁽³⁾ | 1.50 | 15,898,747 | 10,700 | 1,486 |
| Boulder | 3.41 | 80,030,654 | 102,569 | 780 |
| Englewood | 3.50 | 23,005,221 | 31,702 | 726 |
| Denver | 3.62 | 420,066,000 | 592,052 | 710 |
| Westminster | 3.85 | 73,900,332 | 109,724 | 674 |
| Littleton | 3.00 | 23,876,038 | 41,610 | 574 |
| Parker | 3.00 | 23,247,649 | 43,286 | 537 |
| Castle Rock | 3.60 | 22,582,703 | 44,033 | 513 |
| Lakewood | 3.00 | 68,045,636 | 147,023 | 463 |
| Aurora | 3.75 | 131,745,028 | 324,085 | 407 |
| Arvada | 3.46 | 40,727,754 | 107,050 | 380 |
| Thornton | 3.75 | 43,565,427 | 117,728 | 370 |
| Colorado Springs | 2.50 | 114,054,744 | 393,055 | 290 |
| Centennial | 2.50 | \$ 18,736,167 | 102,522 | \$ 183 |

Average Tax Rate 3.20%

⁽¹⁾ Gross Sales Tax from each city's respective Comprehensive Annual Financial Report (CAFR) Statistical Tables for 2007

⁽²⁾ Population is based upon Denver Regional Council of Governments (DRCOG) data except for Colorado Springs

⁽³⁾ Lone Tree Tax Rate increased to 1.8125 percent (1.8125 %) on July 1, 2008





Partnerships & Service Providers

Public Safety

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

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

Centennial was ranked the highest of any Colorado city in the 14th Annual Safest City Awards (2005-06) and was ranked 20th of all U.S. cities with a population in excess of 75,000. (Morgan Quitno Press)

Fire Protection Services

Fire protection services are provided through three (3) independent Fire Districts – Cunningham, Littleton and South Metro-Parker.

Cunningham Fire Protection District
 2015 S. Dayton St.
 Denver, CO 80247
 (303) 755-9202

Littleton Fire Department
 2255 W. Berry Ave.
 Littleton, CO 80165
 (303) 795-3800

Parker-South Metro Fire Rescue Authority
 9195 E. Mineral Ave.
 Centennial, CO 80112
 (720) 488-7200

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 S. Crocker St.
 Littleton, CO 80120
 (303) 347-3300
www.littletonpublicschools.net

| School | Contact | Performance Rating |
|-----------------------------------|----------------|---------------------------|
| Ames Elementary (80122) | (303) 347-4400 | High |
| Field Elementary (80121) | (303) 347-4475 | Average |
| Franklin Elementary (80121) | (303) 347-4500 | Excellent |
| Highland Elementary (80121) | (303) 347-4525 | High |
| Hopkins Elementary (80122) | (303) 347-4550 | Average |
| Lois Lenski Elementary (80121) | (303) 347-4575 | Excellent |
| Peabody Elementary (80121) | (303) 347-4625 | Excellent |
| Sandburg Elementary (80122) | (303) 347-4675 | High |
| Twain Elementary (80122) | (303) 347-4700 | High |
| John Wesley Powell Middle (80122) | (303) 347-7950 | Excellent |
| Newton Middle (80122) | (303) 347-7900 | High |
| Arapahoe High (80122) | (303) 347-6000 | Excellent |



Education (Cont.)

Cherry Creek School District
4700 S. Yosemite St.
Greenwood Village, CO 80111
(303) 773-1184
www.ccsd.k12.co.us

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

<http://reportcard.cde.state.co.us/reportcard/CommandHandler.jsp>

| School | Contact | Performance Rating |
|-------------------------------------|----------------|--------------------|
| Antelope Ridge Elementary (80015) | (720) 886-3300 | High |
| Aspen Crossing Elementary (80015) | (720) 886-3700 | High |
| Cottonwood Creek Elementary (80111) | (720) 554-3200 | Excellent |
| Creekside Elementary (80016) | (720) 886-3500 | Excellent |
| Dry Creek Elementary (80112) | (720) 554-3300 | Excellent |
| Heritage Elementary (80111) | (720) 554-3500 | High |
| High Plains Elementary (80111) | (720) 554-3600 | High |
| Homestead Elementary (80112) | (720) 554-3700 | Excellent |
| Indian Ridge Elementary (80112) | (720) 886-8400 | High |
| Peakview Elementary (80015) | (720) 886-3100 | High |
| Rolling Hills Elementary (80015) | (720) 886-3400 | High |
| Timberline Elementary (80015) | (720) 886-3200 | High |
| Trails West Elementary (80015) | (720) 886-8500 | High |
| Walnut Hills Elementary (80112) | (720) 554-3800 | High |
| Willow Creek Elementary (80112) | (720) 554-3900 | Excellent |
| Falcon Creek Middle (80016) | (720) 886-7700 | High |
| Thunder Ridge Middle (80015) | (720) 886-1500 | High |
| Eaglecrest High (80112) | (720) 886-1000 | Average |
| Smoky Hill High (80015) | (720) 886-5300 | High |

Arapahoe Community College
www.arapahoe.edu

Founded in 1965, Arapahoe Community College (ACC) was the first community college to open in the Denver area. What began as Arapahoe Junior College with 550 students has grown into a bustling community college serving more than 20,000 credit and non-credit students annually. ACC is accredited by The Higher Learning Commission and a member of the North Central Association of Colleges and Schools. Arapahoe Community College has two campuses, the main Campus in Littleton and a Douglas County facility located just east of I-25 and Lincoln Ave.

Community College of Aurora
www.ccaurora.edu

The Community College of Aurora (CCA/College) is an open-door, two-year institution that offers associate degrees and certificates for students whose goals include transferring to a four-year institution, preparing for entry or advancement in the workplace, or meeting individual career or educational objectives. CCA serves more than 425,000 residents and more than 10,000 businesses in a 350-square-mile service area that spans portions of three counties (Arapahoe, Adams and Denver). The College also offers an Associate of General Studies (AGS) degree, 20 certificate programs, and a joint AAS degree with four area vocational schools.



Library Services

Arapahoe Library District
www.arapahoelibraries.org

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

Castlewood Library
6739 S. Uinta St. (80112)
(303) 771-3197

Koelbel Library
5955 S. Holly St. (80121)
(303) 220-7704

Smoky Hill Library
5430 S. Biscay Cir. (80015)
(303) 693-7449

Southglenn Library
7500 S. University Blvd., #101 (80122)
(303) 221-3998

Recreation & Amenities

Centennial parks and recreation services are provided by the Arapahoe Park and Recreation District and South Suburban Parks and Recreation. 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 E. Lake Ave.
Centennial, CO 80015
(303) 269-8400
www.aprd.org

The Arapahoe Park and Recreation District (APRD) was formed in 1982 by the Arapahoe County Commissioners. The District's Service Plan anticipates approximately 100 acres of developed parks, 500 acres of natural open space, and 10 miles of paved trails.

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

South Suburban Parks and Recreation is a quasi-municipal corporation and a political subdivision of the State of Colorado, formed in 1959. The District 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.

South Suburban Golf Course
7900 S. Colorado Blvd.
Centennial, CO 80122
(303) 770-5500

Transportation

Regional Transportation District (RTD)
(303) 299-6000
www.rtd-denver.com

RTD provides service on 170 fixed routes operating within its boundaries. These include local bus services along major streets, express and regional bus routes providing non-stop services along longer distances, bus service to Denver International Airport, a free shuttle on the Sixteenth Street Mall in downtown Denver, and light rail service serving Denver and its southern suburbs. In addition to the fixed route services, RTD provides services to sporting events and other special events, special services for the disabled and senior citizens, and door-to-door services in limited areas of the District. RTD provides these services through a network of over 10,329 bus stops and 76 Park-n-Ride facilities.

Colorado Department of Transportation
(303) 757-9011
<http://www.dot.state.co.us>

The Colorado Department of Transportation (CDOT) is responsible for a 9,161 mile highway system, including 3,775 bridges. Each year, this system handles over 28.6 billion vehicle miles of travel. Although the Interstate system accounts for only about 10 percent (915 miles) of the total mileage on the state system, 40 percent of all travel takes place on our Interstate highways.

Source: <http://www.dot.state.co.us/TopContent/AboutCDOT.asp>



Healthcare

Centennial Medical Plaza
14200 E. Arapahoe Rd.
Centennial, CO 80112
(303) 699-3000

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 and is an affiliate of The Medical Center of Aurora.

Littleton Adventist Hospital
7700 S. Broadway
Littleton, Colorado 80122
(303) 730-8900

<http://www.mylittletonhospital.org/>
231 licensed beds, including six pediatric beds
licensed by The Children's Hospital

Parker Adventist
9395 Crown Crest Blvd.
Parker, CO 80138
(303) 269-4000

<http://www.parkerhospital.org/>
100 licensed beds, including six pediatric beds
licensed by The Children's Hospital

Sky Ridge Medical Center
10101 RidgeGate Pkwy.
Lone Tree, CO 80124
720-225-1000

<http://www.skyridgemedcenter.com/>

Utilities – Electric & Natural Gas

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

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

Utilities – Water & Sanitation Districts

| | |
|--|----------------|
| Arapahoe Estates Water District | (303) 690-1734 |
| Arapahoe County Water & Wastewater Authority (ACWWA) | (303) 790-4830 |
| Castlewood Water & Sanitation District | (303) 770-7272 |
| 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) 798-5590 |
| Southeast Englewood Water District | (303) 986-1551 |
| Southgate Water & Sanitation District | (303) 779-0261 |
| Willows Water District | (303) 770-8625 |



Metropolitan Districts

| | |
|--|----------------|
| Centennial 25 Metro District | (303) 292-6400 |
| Chapparral Metropolitan District | (303) 779-4525 |
| Columbia Metropolitan District | (303) 592-4380 |
| 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) 699-7298 |
| Greenwood South Metropolitan District | (303) 779-4525 |
| Heritage Greens Metropolitan District | (303) 813-4320 |
| Highland Park Metropolitan District | (303) 779-4525 |
| Interstate South Metropolitan District | (303) 779-4525 |
| Landmark Metropolitan District | (303) 779-4525 |
| Liverpool Metropolitan District | (303) 779-4525 |
| Panorama Metropolitan District | (303) 987-0835 |
| Parker Jordan Metropolitan District | (303) 779-4525 |
| Parkview Metropolitan District | (303) 985-3636 |
| Piney Creek Metropolitan District | (303) 770-0733 |
| Piney Creek Village Metropolitan District | (303) 987-0835 |
| Smoky Hill Metropolitan District | (303) 986-1551 |
| South Arapahoe Metropolitan District | (303) 985-3636 |
| Southeast Public Improvement Metropolitan District | (303) 813-4320 |
| Southern Metropolitan District | (303) 986-1551 |
| Southgate at Centennial Metropolitan District | (303) 649-9857 |
| Southglenn Metropolitan District | (303) 779-4525 |
| Suburban Metropolitan District | (303) 592-4380 |
| Valley Club Pointe Metropolitan District | (303) 813-4320 |



Budget Policies

Budget Philosophy

The City's budget is the long-range plan by which financial policy is implemented and controlled. The City Charter, Colorado Constitution, and the Colorado State Budget Law provides 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 responds 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:

- uses conservative growth and revenue forecasts
- appropriates the budget in accordance with the City Charter, Colorado Constitution, and Colorado State laws
- adopts financial management policies that establish guidelines for financial plans
- 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 un-budgeted revenues
- organizes the budget so that revenues are related to expenditures, as much as possible
- prepares a multi-year financial plan for capital improvements
- 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 appropriations

Budget Process

The City of Centennial prepares its budget on a calendar year basis as required under the City Charter. The budget must at least be balanced, or may present a revenue surplus. "Balanced Budget" is defined as a "balance between total estimated expenditures and total anticipated revenues, including surpluses." This means that appropriated expenditures cannot exceed the sum of anticipated revenues and beginning fund balance.

Budget Term

The budget term 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 is used for all fund operations and financial statements, except for the enterprise fund, which 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 Recommendations

On or before the twentieth (20th) day of September, the City Manager is required by the City Charter to bring



forward 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, comparative anticipated figures for the current year, and recommendations for the ensuing year.

Annually, the City Council also reviews a five year plan for the Capital Improvement Program as a planning tool. 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

Public Hearings

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 preliminary budget, and amendments as necessary to the adopted budget, occur 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, 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.

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, the City Council can make supplemental appropriations from actual and anticipated revenues and prior year reserves as long as the total amount budgeted does not exceed the actual or anticipated revenue total or 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 Fund are automatically reappropriated for the next year.

Budget Decreases

The budget can also be decreased below approved levels during the fiscal year. Changes in service demands, economic conditions, projected growth limits, 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.

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 department; the Finance Department may allocate resources within a Fund, with the City Manager's consent. 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 via 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 Fund – appropriations within the Capital Improvement Fund 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 within *Our Voice. Our Vision. Centennial 2030*. The goals and objectives which support community values and vision can be found throughout the budget document. A budget team comprised of the Budget Committee, City Manager, Assistant to the City Manager, Acting Director of Finance, and Management Analyst develops the guidelines which are consistent with budget and financial policies. During the development of the budget, all department directors provide their expertise to the budget team.



Budget Preparation and Schedule

| DATE (2008) | ACTION |
|-----------------|--|
| Jan 25 - 26 | Annual City Council Planning Workshop |
| Apr 28 - 29 | Spring Budget Workshop |
| June | Department Review of Accomplishments and Future Goal Setting |
| July 23 | Distribute Budget Packets |
| Aug 6 | Submit Completed Budget Packets to Finance |
| Aug 7-8 | Review of Department Budgets |
| Aug 23 | City Council Review of Proposed Budget |
| Sep 15 | 2009 Budget Document Presented to Council |
| Sep 16 - Oct 20 | Complete Final 2009 Budget Document |
| Oct 23 | Publication of Resolution and Public Hearing |
| Nov 3 | Resolution and Public Hearing for 2009 Budget Document |
| Dec 15 | Certification of Mill Levy |
| Dec 31 | Submit Certified copy of 2009 Adopted Budget to the State |
| Dec 31 | Submit the 2009 Budget Document to GFOA for Award Program |

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 can occur by City Council anytime during the year if funds are available. Governmental entities *appropriate* funds for expenditure, as opposed to *authorizing* funds for spending; 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 account for specific revenue sources that are legally restricted for specific purposes. The City's Special Revenue Funds include: Conservation Trust, Open Space, General Improvement District, and Urban Renewal Authority Funds.

Debt Service Funds - Debt Service Funds are used to account for the accumulation of resources for, and the payment of bond, principal and interest from governmental resources. The Antelope General Improvement District Fund is currently the only Fund with outstanding bonded debt. This debt is solely the debt the general improvement district and is funded through an additional mill levy on properties located within the district.

Capital Improvement Fund – Capital Improvement Funds are created to account for resources used for the acquisition and construction of capital infrastructure by the City of Centennial. The City's Capital Improvement Fund accounts for all authorized capital projects.

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



Other Financial Policies

Revenue Overview

The City strives to maintain a strong, diverse revenue base recognizing that a dependence on any individual revenue source would make revenue yields more vulnerable to economic cycles. All revenues are conservatively projected and are monitored and updated as necessary. The City is an established community; therefore, annual revenues are fairly stable and can be used year to year as a sound revenue base. Major revenue sources are sales/use tax, property tax, Highway Users Tax Fund, franchise fees, and court fines and fees. The City considers several factors in forecasting revenues including trend analysis, general economic data and reports, and other unique data specific to each of the City's revenue sources (e.g. new retail, new fees, new programs, etc.). The City also reviews and incorporates reports published by economists in the Colorado State Office of Planning and Budgeting. The methodology used for each major revenue type is further explained below under the respective revenue type.

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

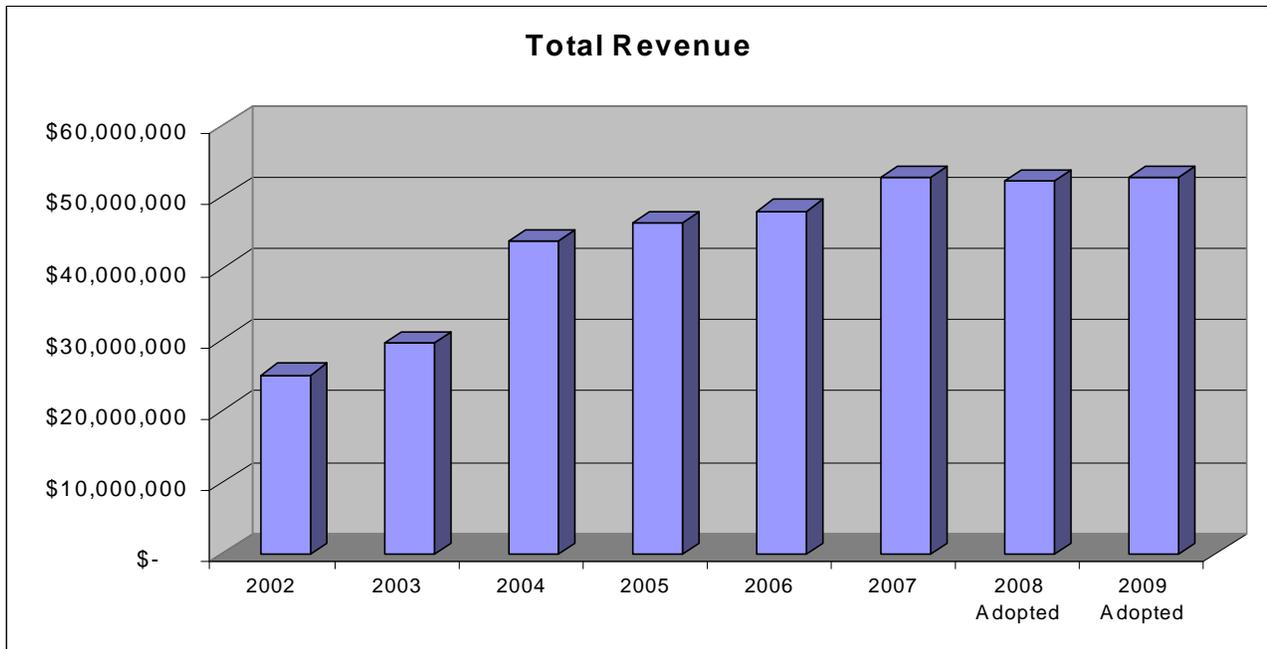
| Year | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 |
|----------------|-------|-------|------|------|------|------|------|------|------|------|------|
| Revenue Change | 17.8% | 48.3% | 5.8% | 3.7% | 9.8% | -.9% | .8% | 2.0% | 2.0% | 2.0% | 2.0% |

In 2008, adopted revenues are expected to decrease slightly from actual 2007 revenues primarily due to decreases in revenues from use tax (\$.4 million), court fines and fees (\$.3 million), licenses and permits (\$.9 million), investment income (\$.6 million), and federal grant revenue (\$.7 million) and other intergovernmental revenue (\$1.0 million) partially offset by increases in sales tax (\$.8 million), property tax (\$.6 million), franchise fees (\$.4 million), and other revenues (\$1.7 million). All other revenue sources remained relatively flat as compared to 2007 revenues. Other revenues included in the 2008 Adopted Budget include construction funds for the redevelopment of the Streets at SouthGlenn project from the redevelopment authority of \$2.3 million. Although the 2008 Adopted Budgeted revenues, as compared to the 2007 actual revenues, show a decrease of .9 percent (.9%), the 2008 Revised Budget, as compared to the 2007 actual revenues, show an increase of \$5.7 million, or 10.8 percent (10.8%). This increase is primarily attributable to conservative revenue projections for 2008, as well as an increase in federal grant funds received during 2008 of \$2.7 million and construction funds for the redevelopment of the Streets at SouthGlenn project of \$2.3 million.

Revenues for 2009, as compared to the 2008 Adopted Budget, are expected to increase overall by .8 percent (.8%). The overall change is due to increases in sales tax (\$.4 million), use tax (\$.5 million), Right-of-Way permit and pavement degradation fees (\$.9 million), court fines and fees (\$.2 million), licenses and permits (\$.2 million), and other intergovernmental revenues (\$.8 million); these increases are partially offset by decreases in property tax (\$.2 million), investment income (\$.2 million), and other revenues (\$2.2 million). As described above, the 2008 Adopted Budget included funding from the redevelopment authority of \$2.3 million; this funding is not included in the 2009 Adopted Budget. The 2009 budget includes revenue from new programs and fee structures implemented during the latter part of 2008, or during 2009. These new programs are primarily due to the City's Home Rule status resulting in sales tax self-collection and auditing efforts to be implemented on January 1, 2009. In addition, the City restructured and implemented fees for Right-of-way permits and pavement degradation fees during 2008. The volatility of recent market trends makes forecasting difficult for the City. As a result, the City relies heavily the State's professional economists for guidance, in addition to careful analysis of current trends and future projections.



The following graph depicts revenues for the prior six years of revenue data, the adopted budget for the current year, and the estimated revenues for the 2009 Adopted Budget. The largest variance is between 2003 and 2004; this increase is primarily due to the one percent (1.0%) sales tax increase and the adoption of the 2.5 percent (2.5%) use tax effective January 1, 2004. Overall, the City has a diverse revenue base where the proportion of each revenue source remains relatively constant from year to year.



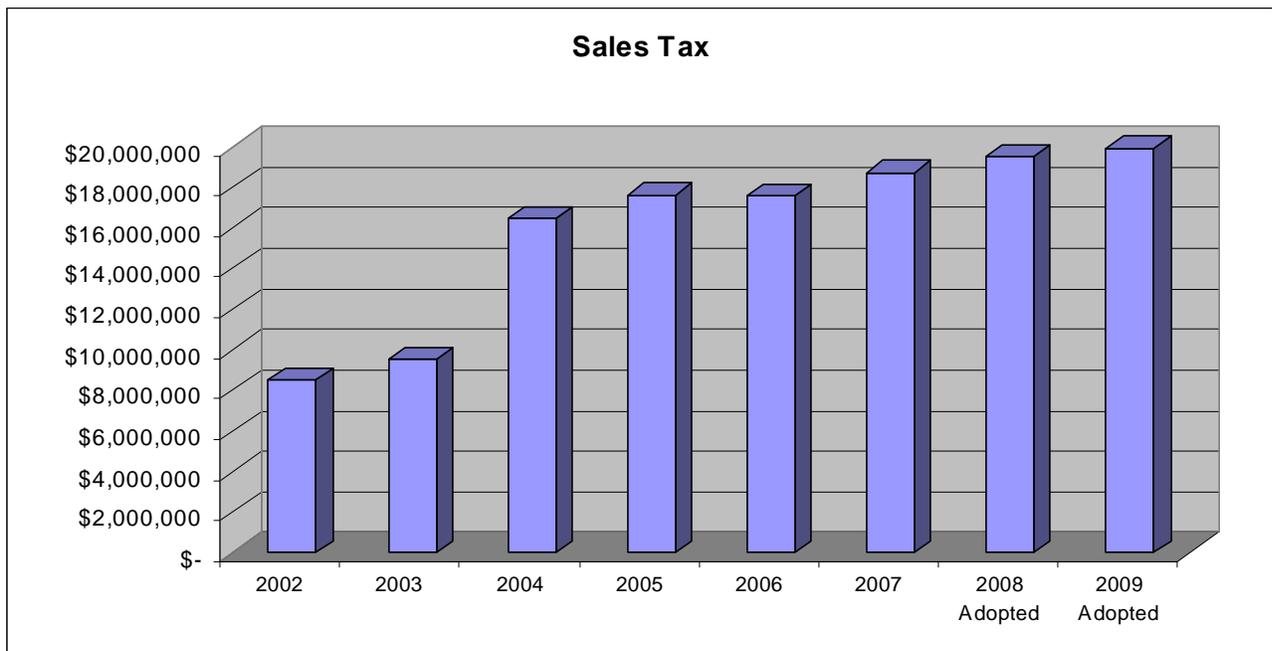


Following are descriptions of the City's revenue sources, associated forecasting assumptions, and revenue trends. Major revenue sources (75 percent of all revenue sources) are graphed.

Sales Tax - The City collects a 2.5 percent (2.5%) tax on sales of tangible personal property and specific services. Sales taxes are collected by the retailer and are reported directly to the State of Colorado on either a monthly, quarterly, or annual basis for 2008. Beginning in 2009, the City will begin 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 one percent (1%) sales tax rate increase in November 2003, effective January 1, 2004, bringing the City's total tax rate to 2.5 percent. 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 fifty percent (50%) of the revenues generated from the sales tax increase may be used for any purpose authorized by law and City Council.

Sales tax represents approximately thirty-eight percent (38%) of the City's total revenues. The City's retail base is fairly diverse and has proven to be relatively stable providing the City with a strong base for sales tax revenues.

Sales tax is forecasted using historic trends, adjusted for certain anomalies including revenues resulting from sales tax audits, new retail development, and projected retail sales growth. In light of the current economy, the 2008 revised sales tax revenue projection also includes additional analysis of sales tax revenue received to date, as well as consideration for revised economic projections. Projections for 2009 include consideration of self-collection and program administration due to Home Rule authority. Estimated revenues for 2009 are \$19,927,352.

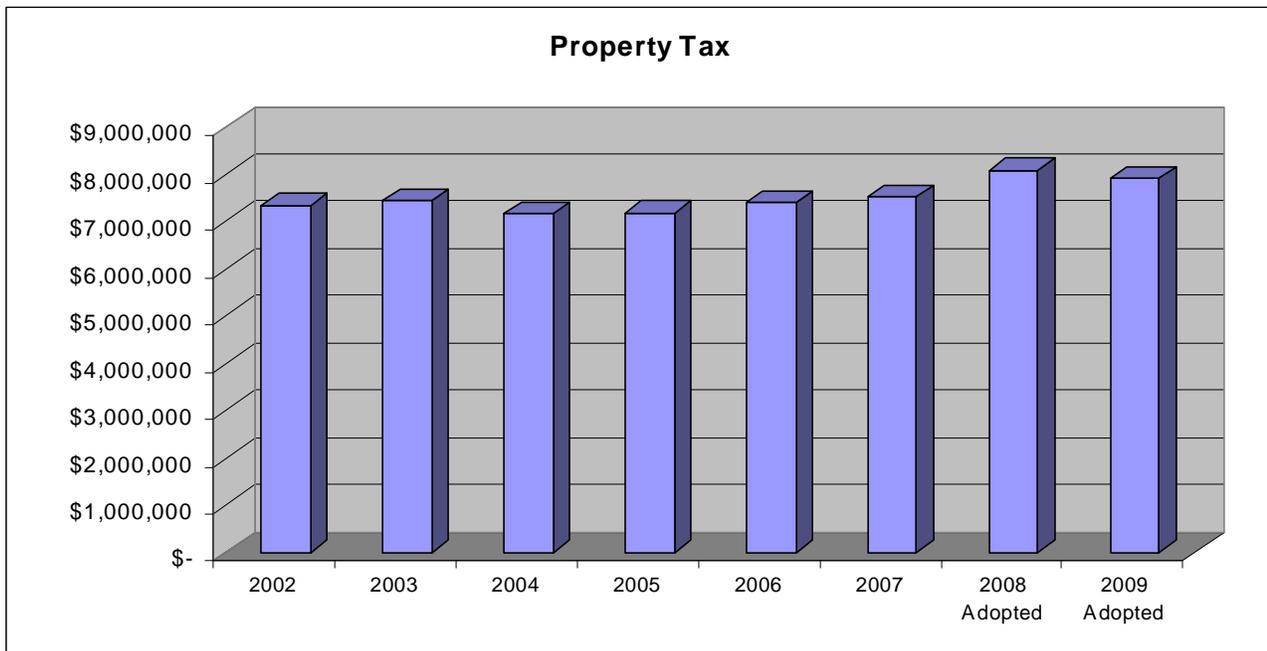




Property Tax - Property taxes are levied on December 31, and attach as an enforceable lien on property as of January 1. Taxes are due February 28 and June 15, if paid in two installments, or April 30 if paid with a single payment. Taxes are delinquent if not paid as of August 31. If the taxes are not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

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. The City of Centennial's mill levy has been 5.031 since incorporation in 2001, with the exception of the mill levy for 2008 which was temporarily decreased to 4.958 mills due to higher than anticipated residential property valuations.

Property tax represents approximately fifteen percent (15%) of the City's total revenues. Property taxes are forecasted for 2008 and 2009 based on assessed valuations as determined by Arapahoe County, and applying the City's current mill levy rate. Historic data, economic indicators, and future investments into the community are taken into consideration when projecting assessed valuations and the impact to property tax. Although property tax revenues have increased year-to-year over the past few years, projected revenues for 2009 are estimated to decrease slightly due to uncertain economic conditions. Additionally, the City is conservatively forecasting revenues in light of increasing foreclosure activity. Estimated revenues for 2009 are \$7,926,081.





Franchise Fees - The City receives franchise fees for cable television, gas, and electric services.

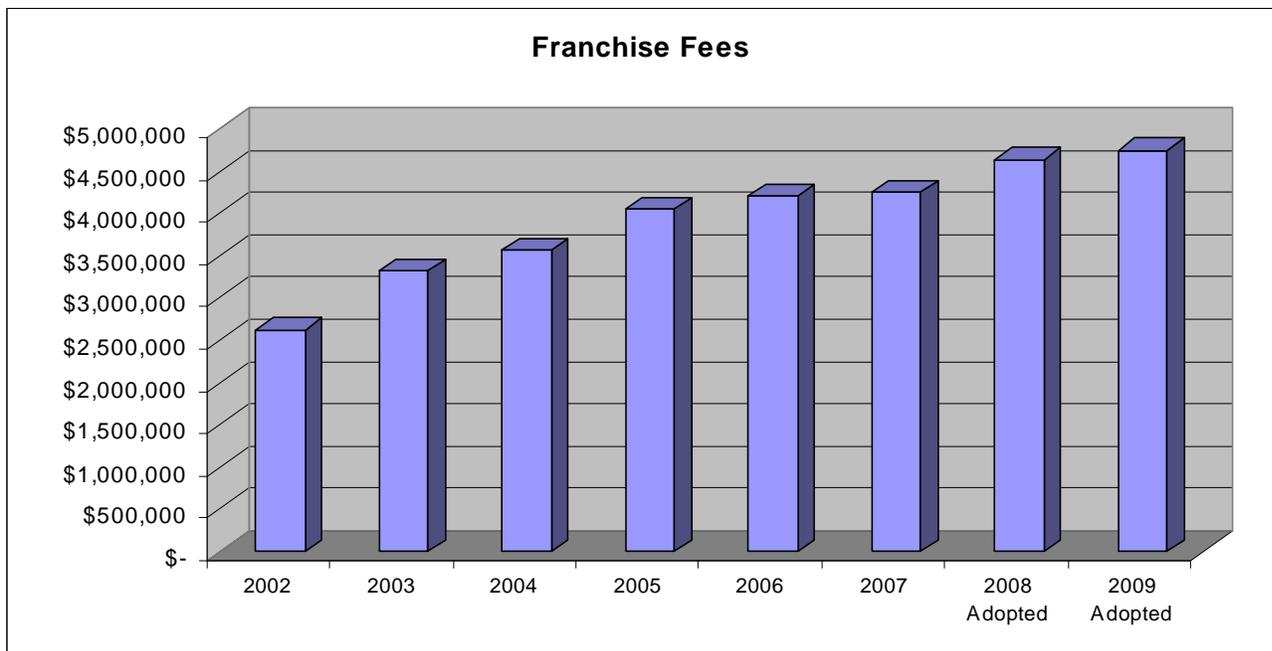
Cable Television Franchise Fee - This fee is compensation for the benefits and privileges granted under the Cable Television Franchise Agreement. The fees are in consideration of permission to use City streets and Rights-of-Way for the provision of cable services. Throughout the duration of the Agreement,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

Franchise fees represent approximately nine percent (9%) of the City's total revenues, and have increased slightly year-over-year.

Cable television franchise fee revenues are forecasted based on cable television subscription rates and trend data. During 2008, cable subscription rates increased by 3% which is a contributing factor to increased revenue trends year-over-year, in addition to an increased number of subscribers and services. Estimated revenues for 2009 are \$1,034,635.

Gas/Electric Franchise Charge - 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.

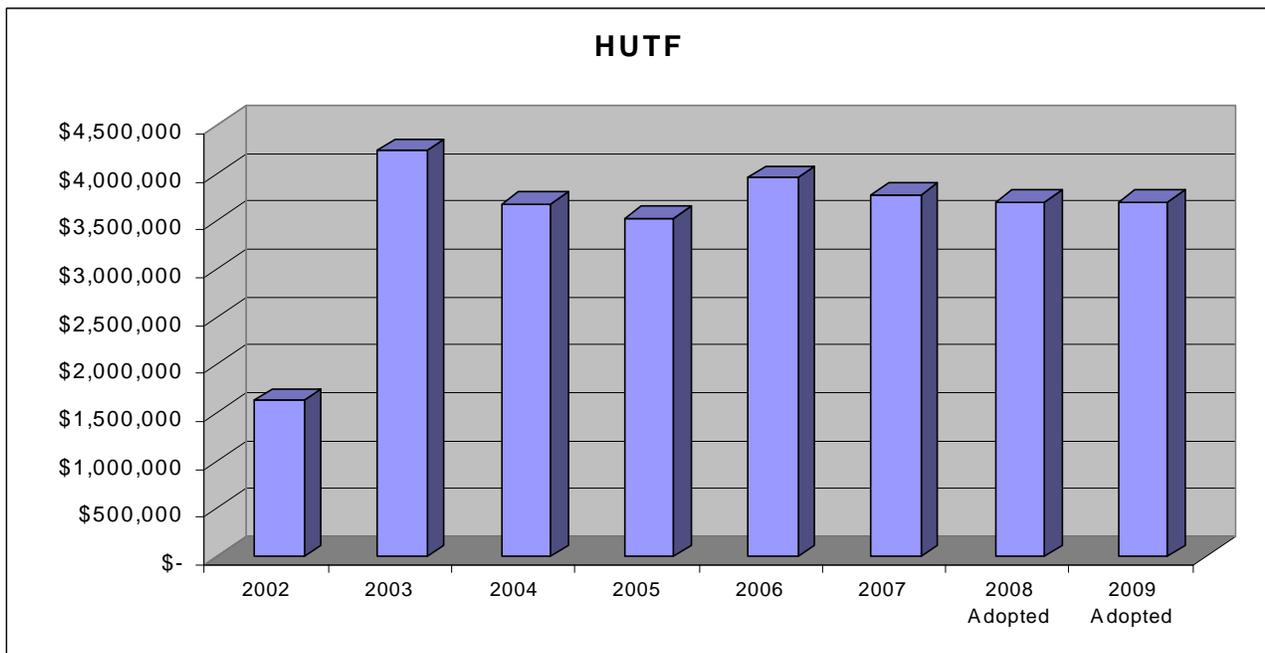
Gas and electric franchise fee revenues are forecasted based on estimated usage, natural gas and electricity prices, and trend data. Year-over-year trend data shows increases in actual revenues resulting from fluctuations in prices and usage. As a result, franchise fee revenues for gas and electric are projected to increase. Estimated revenues for 2009 are \$3,707,645.





Highway Users Tax Fund - The Highway Users Tax Fund (HUTF) is a state collected, locally shared revenue. HUTF revenues are based on a variety of formulas that include revenues based on motor fuel taxes, driver's license, 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.

HUTF revenues represent seven percent (7%) of the City's total revenues. HUTF revenues are forecasted based on trend data; however, consideration is given to motor fuel sales and registration fees. Over the past two years (2007 Actual and 2008 Adopted), HUTF revenues have decreased slightly. While motor fuel sales prices have increased, it is unknown how this has affected, or will affect, total motor fuel sales. In addition, motor vehicle registration fees are projected to decrease slightly. As a result, estimated HUTF revenues for 2009 remain flat with the 2008 Adopted Budget of \$3,700,000.

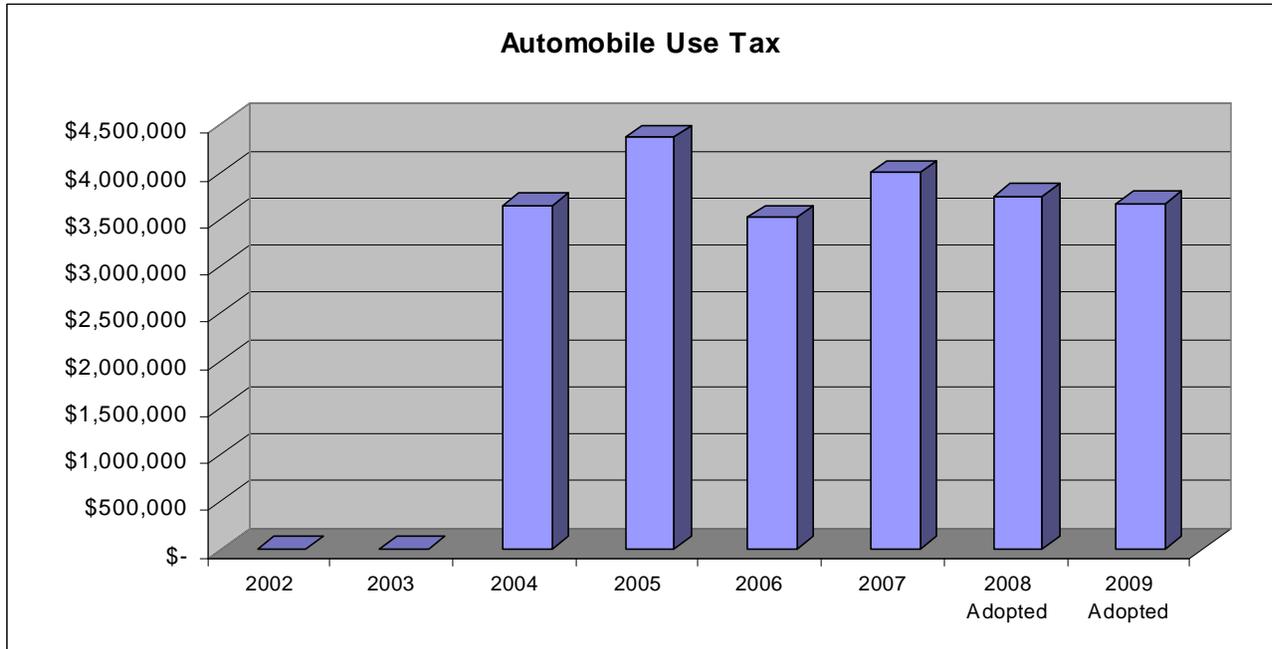


Automobile Use Tax – The City collects 2.5 percent (2.5%) use tax on all motor vehicles purchased outside of the City but registered to owners who reside in the City. In November 2003, voters approved a 2.5 percent (2.5%) auto use tax effective January 1, 2004. Revenues generated from this tax are to 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 and there is a five percent (5%) fee paid to the County as the collecting body. Sales of vehicles made within the City, to City residents, are reported as sales tax collected by the County.

Automobile use tax represents approximately seven percent (7%) of the City's total revenues. Automobile use tax is forecasted using historic and forecasted economic trends with regard to automobile sales. Auto-



mobile use tax is projected to decrease slightly for 2008 based upon current slowing automobile sales trends compared to prior year's sales which had increased due to automobile buying incentive programs. These programs have not been offered to consumers during the majority of 2008, and are not anticipated during 2009. In addition, automobile use tax is projected to decrease based upon current economic uncertainty, and the effect of that uncertainty on future automobile sales. A two percent (2%) decrease is estimated for the 2009 Adopted Budget. Estimated revenues for 2009 are \$3,670,824.



Other Intergovernmental Revenue - Other Intergovernmental Revenue includes Arapahoe County Open Space Funds and Conservation Trust Funds from the State of Colorado. Starting in January 2004, voters approved a County-wide 1/4 cent sales tax to acquire additional open space or park land and to make improvements to parks and trails. This sales tax will expire in 2013. Conservation Trust Funds are received from the State of Colorado totaling forty percent (40%) of net lottery proceeds to be used for the acquisition, development and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes.

Total intergovernmental revenues represent approximately five percent (5%) of the City's total revenues. Open Space and Conservation Trust Fund revenues are forecasted primarily based on current year revenues, however other factors are considered including retail sales information. Although historic trends show a slight increase in revenues, including 2008 revised estimates, retail sales trends are more difficult to project given the current economic uncertainties. As a result, estimated revenues for 2009 of \$2,479,366 represent a decrease compared to the current year's estimated actual revenues.

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



The most significant source of fines and fees for the City are related to the municipal court. Municipal court fines and fees represent approximately four percent (4%) of the City's total revenues. For the most part, court fines and fee revenues have increased year-to-year; however, for budgeting purposes more conservative projections are used due to the potentially volatile nature of traffic infractions and citations issued.

Court fines and fees are forecasted based on current year activity and prior year actuals. Estimated revenues for 2009 are \$2,000,000.

Building Materials Use Tax – The City collects 2.5 percent (2.5%) use tax at the time a building permit is issued to a business or homeowner within the City to build or remodel commercial or residential property. Additional supplemental use tax is collected on construction projects valued in excess of the project valuation at the time the initial use was paid.

Building materials use tax represents approximately three percent (3%) of the City's total revenues. Building materials use tax is forecasted based on historic trends, including building materials use tax received to date, adjusted for tenant improvements in retail centers currently under construction and future development. Estimated revenues for 2009 are \$1,700,000.

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

Total license and permit revenues represent approximately 4.5 percent (4.5%) of the City's total revenues. There are several types of licenses and permits required within the City. The following are the more significant licenses and permits required within the City.

Contractor's Licenses - This is an annual license fee for all construction contractors doing business within the boundaries of the City.

Contractor's licenses are forecasted primarily based on the prior year trends and the current year's collection activity. During 2008, the City expects revenues to exceed the 2008 Adopted Budget due to additional licenses for contractor licenses related to the Streets at SouthGlenn; however, this trend is not expected to continue through 2009. As a result, 2009 adopted contractor licensing revenues are projected conservatively as a decrease from 2008. Estimated revenues for 2009 are \$236,000.

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

Building permit fees are forecasted based on the current year's activity as well as anticipated projects. The current year's activity has produced an increase in projected revenues, primarily due to large projects in the City, including the development of the Streets at SouthGlenn. Estimated revenues for 2009 are \$1,100,000.

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



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

Specific ownership tax represents approximately one percent (1%) of the City's total revenues and is forecasted based on historic trends and the City's percentage of the total property tax dollar warrant as a percent of the total tax dollar warrant for Arapahoe County. Specific ownership tax revenues are expected to decrease slightly for 2009 based on historic trends showing a slight, but consistent, decrease in revenues as well as a decrease in the City's percentage of the total property tax dollar warrant as a percent of the total tax dollar warrant for Arapahoe County. Estimated revenues for 2009 are \$628,636.

Motor Vehicle Registration Fee - Motor vehicle registration fees are State imposed on the registration of a vehicle. Fees are primarily based on the weight of the vehicle (as published by the manufacturer) and the age of the vehicle. The registration fee is \$1.50 or \$2.50 for apportioned vehicles. These fees are collected by the Arapahoe County Treasurer and remitted to the City on a monthly basis after deducting a five percent (5%) collection fee. Based on the number of vehicles registered in the City, there are on average, slightly more than 3 vehicles per household in the City.

Motor vehicle registration fees represent less than one percent (1%) of the City's total revenues and are estimated to be \$434,800 for 2009. In forecasting motor vehicle registration fees several factors are considered including historic trends, new vehicle sales to City residents, and the average number of vehicles per household in the City. Motor vehicle registration fees are projected to decrease slightly for 2008 and 2009, compared to 2007, based on overall slowing motor vehicle sales, while the average number of registered vehicles in the City remains flat.

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

Cigarette tax represents less than one percent (1%) of the City's total revenues and is forecasted using trend data. Based upon current revenue trends for cigarette tax, as compared to 2007 actual and 2008 revised revenues, 2009 adopted cigarette tax revenues are expected to decrease slightly. Estimated revenues for 2009 are \$293,038.

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

Road and bridge shareback revenues represent approximately one percent (1%) of the City's total revenues. Road and bridge shareback revenues are forecasted using historic trends. Road and bridge shareback revenues have decreased year-to-year. As a result of a decrease in the City's percent of assessed valuation to total county-wide assessed valuation, estimated revenues for 2009 are \$587,736.

Expenditure Policy

The General Fund is comprised of fourteen departments including the Elected Officials, City Attorney, City Clerk & Liquor Licensing, City Manager's Office, Communications, Finance, Central Services, Human Resources & Risk Management, Support Services, Public Works, Public Safety, Animal Services, Municipal Court, and Planning & Development. A Nondepartmental Division is also included in the General Fund for unanticipated expenditures. Certain departments can be further broken down into divisions and/or programs.



On a monthly basis, the Finance Department will review and distribute the actual year to date expenditure reports to each department. Each department manager is responsible and accountable to ensure expenditures are within the Adopted 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.

Expenditures are classified as the following:

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

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 appropriated for 2009 total \$8,843,966. A listing of such Capital expenditures can be located in the Capital Improvement Program Fund, Open Space Fund and Conservation Trust Fund sections of the budget. Although funds have been appropriated in the Conservation Trust Fund, funds have not been designated for specific projects in 2009.

When making capital purchases, the City must explore the financial impacts for future years including repairs and maintenance to the asset. The City researches the feasibility of the purchase and favors potential purchases that might create cost savings in future years. For example, when the City purchased the Civic Center, a maintenance and repair finance impact was realized; however, some of the expenses would be recovered because the City would no longer be required to make lease and common area maintenance payments.

Prior to making significant investment towards infrastructure, the City will determine the funding source and if there are impacts to service levels to accommodate the purchase. The City will look for the sustainability of the project and if there are efficiencies that may be gained through the investment. Most recently the City reviewed the efficiencies and life cycle impact to the street resurfacing program and initiated a street maintenance program to include chip seal and slurry seal applications. The City now is able to resurface more streets than in past for less by identifying potential streets for use of these applications.

Fund Balance and Reserve Policies

The Fund Balance represents accumulated revenues over expenditures that may be appropriated for use by City Council. With the exception of the General Fund, the Fund Balance is reappropriated annually and will represent an increase in the current budget ending Fund Balance. Within the Fund Balance, specific re-



erves have been set aside as described below.

A top priority of the City Council is to improve the fiscal health of the City. Revenue projections are conservative and authorized expenditures are closely monitored. In stable economic times, the combination of these two strategies lead 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, and allows for the prudent financing of capital construction and replacement projects.

Restricted for Emergencies – The City maintains reserves that are required by law or contract and that serve a specific purpose. These types of reserves are considered restricted and are not available for other uses. Within specific funds, additional reserves may be maintained according to adopted policies. All uses or appropriations of reserves must be approved by City Council. This may occur during the budget process or throughout the year.

Undesignated Reserves – Article X, Section 20 of the Colorado Constitution requires a three percent (3%) 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.

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 policy reserving a minimum of ten percent (10%) of approved General Fund operating expenditures, excluding fund transfers.

Additional reserves have been set aside for emergency snow removal, insurance, and cash flow. These reserves provide for the temporary financing of unforeseen opportunities or needs of an emergency, including increases in service delivery costs. These reserves may be appropriated during the current budget year, or may be used for ensuing budget years if additional expenditures are required to maintain appropriate levels of service and exceed projected revenues.

Cash Management and Investment Policy

In 2008, Centennial citizens approved the City's Home Rule Charter and created an Investment Committee comprised of the Mayor, a Council Member appointed by the City Council, the City Manager, the Finance Director, a staff member appointed by the Finance Director and two City residents.

The Investment Committee is responsible to:

- recommend to City Council for adoption an investment policy that ensures City funds are invested in accordance with Part 6 of Article 75 of Title 24, C.R.S., and to set policy for management of City funds to attain stated investment goals
- routinely review the investment policy and make recommendations to City Council for revisions, as necessary
- review performance reports and measure the City's investments against the investment policy, and
- periodically report to City Council on the performance of the City's investments

The City Charter and Colorado Law govern general provisions for the City's investment strategies. The investment policy for the City shall apply to the investment of all general and special funds of the City of Centennial over which it exercises financial control.

The City's objectives for cash management and investments are:



- observe investment management objectives of safety, liquidity, and yield
- preservation of capital through the protection of investment principal
- maximization of cash available for investment
- maintenance of sufficient liquidity to meet the City's cash needs
- diversification of the types and maturities of investments purchased to avoid incurring unreasonable credit or market risk regarding a specific security, maturity periods, or institution
- maximization of the rate of return for prevailing market conditions for eligible securities
- conformance with all federal, state and other legal requirements

The standard of prudence to be used for managing the City's assets is the "prudent investor" rule which states, "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment considering the probable safety of their capital as well as the probable income to be derived."

The Finance Director is authorized to invest funds of the City in accordance with the City Charter and Colorado Law in any of the following investments:

- obligations of the United States and certain U.S. government agency securities
- certain corporate or bank securities
- general obligation and revenue bonds of U.S. local government entities
- bankers' acceptances of certain banks
- commercial paper
- written repurchase agreements collateralized by certain authorized securities
- certain money market funds
- guaranteed investment contracts
- local government investment pools

The City's policy is to invest funds to attain a market rate of return throughout budgetary and economic cycles while preserving and protecting capital in the overall portfolio; the primary investment goals are safety, liquidity, and maximizing yield while avoiding speculation.

Limitations on investment diversification and maturity scheduling shall depend upon whether the funds being invested are considered short-term (under one year) or long-term (more than one year) funds, but no longer than three years. All funds shall be considered short-term except those reserved for building construction projects (i.e., bond sale proceeds) and any unreserved funds used to provide investment flexibility for a future fiscal year. Until this policy is amended by City Council or the Investment Committee, the City shall not invest funds beyond a three year investment term.

To protect against potential fraud and embezzlement, the investments of the City consisting of direct obligations of the United States government or its agencies are secured through third-party custody and safekeeping procedures.

Asset Inventory

The City currently conducts an annual inventory of non-capital assets and a bi-annual inventory and maintenance review of the street, bridge, and sign infrastructure. The City will also initiate the review of other infrastructure, such as signal pole inspections in 2009.

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 also includes 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

Capital Improvement Program Fund Policy

The City has a significant financial investment in streets, public facilities, and other capital projects. In past years, the City Council voiced a firm commitment to, and investment in, the City's capital projects.

Costs for capital projects are estimated based on present value; funding sources are identified for each project. Routine operating and maintenance costs not adding to the value or useful life of a particular capital asset are not included 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 funded by transfers from the General Fund and grant funds, if applicable.

Debt Policy

The City currently has no long-term debt; however, based upon the City's vision, goals and objectives, the need for debt financing may arise in the future.

The City recognizes the primary purpose of capital projects is to support the provision of services to residents. Using debt financing to meet the capital needs of the City must be evaluated according to two tests: efficiency and equity. The test of efficiency equates to the highest rate of return for a given investment of resources. The test of equity requires a determination of who should pay for the cost of capital improvements. In meeting the demand for additional capital projects, the City strives to balance the load between debt financing and "pay as you go" methods. The City realizes failure to meet the demands of growth may inhibit its continued economic viability, but also realizes that too much debt may have detrimental effects.

TABOR

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

In 2001, the Centennial voters permanently exempted the City from TABOR revenue limitations on sales tax, use tax and property tax. In 2006, the Centennial voters approved an initiative to waive the TABOR revenue limitations on all other sources of revenue through 2013, dedicating the excess revenues to Public Safety and Public Works programming.



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**OPERATING BUDGET
EXECUTIVE SUMMARY**



OPERATING BUDGET EXECUTIVE SUMMARY

The following is an overview of the 2009 Adopted Operating Budget. The following pages list enhancements and service modifications by department and dollar amount.

The City's total adopted General Fund Budget for 2009 is \$40,367,252, excluding fund transfers. The City's 2009 Adopted Operating Budget represents a 6.9 percent (6.9%) decrease from the Adopted 2008 Budget. This decrease is primarily due to the City's effort to more accurately align service areas in the appropriate funds.

The City's total adopted Open Space Fund Budget for 2009 is \$3,090,400, an increase of more than 100 percent (100%) from the Adopted 2008 Budget. This increase is due to several projects planned for 2009 including Goodson Recreation Center Improvements, Franklin Pool Spray Park, Piney Creek Hollow Park Sports Field Improvements, Caley Avenue Bike Lane, West Tollgate Creek Bike Lane, Piney Creek Trail, Cherry Creek Trail, Centennial Link Trail, and trail signage.

The City's total adopted Capital Improvement Fund Budget for 2009 is \$6,112,200, a decrease of 11.5 percent (11.5%) from the Adopted 2008 Budget. This decrease is due to the City's effort to more accurately align service areas in the appropriate funds, offset by the budget for two large capital improvement program projects during 2008.

The City's total adopted Centennial Urban Redevelopment Authority Fund Budget for 2009 is \$246,226, a decrease of 89.8 percent (89.8%) from the Adopted 2008 Budget. This decrease is due to the near completion of the Streets at SouthGlenn project during 2008.

The City's total adopted Land Use Fund Budget for 2009 is \$2,829,329, an increase of 9.5 percent (9.5%) from the Adopted 2008 Budget. This increase is primarily due to additional project funding planned for 2009, including the re-write of the Land Development Code.

The total Adopted Budget for all funds for 2009 is \$53,567,224, a decrease of 6.6 percent (6.6%). Department directors prepared their 2009 budgets with a zero percent increase in expenditures compared to adopted 2008 budgets, excluding increases for salaries, health care costs, and other types of expenditures either beyond the control of the City (e.g. gas, asphalt, concrete, and other materials). Exceptions were also made to departments either proposing new staff or to accommodate significant changes in operating costs due to program changes during 2008 that were previously not reflected in the original or amended budgets. Other increases were permitted for contractual obligations of the City, such as increases required by service providers; however, the zero percent increase over the 2008 adopted budget has made it more challenging for department directors to absorb cost increases while providing the same high level of service.

The 2009 Adopted Budget includes cost increases across the board for employee's compensation of 3.2 percent (3.2%) based on the 2009 projected Denver/Boulder/Greeley Consumer Price Index, and health care plan estimated increases of 12 percent (12%) (based on the projected national average). A total of 2.5 additional full time equivalent (FTE) is authorized in the General Fund for the 2009 Adopted Budget. One (1.0) of the FTE will be funded from additional sales tax collections as a result of the City's new sales tax auditing program to be implemented during 2009, while the remaining FTE will be funded from General Fund overall revenues. The additional 2.5 authorized FTE for the 2009 Adopted Budget is offset by the reduction of 2.7 FTE in the Code Enforcement department, as these services are completely contracted to a third party service provider for the majority of 2008 and all of 2009. All approved positions are contingent upon sufficient revenues being available.

The items on the following pages include authorized new staffing or additional funds to support and/or expand existing programs. The majority of these operating priorities represent incremental changes to existing City programs. Some changes were approved to current services levels in order to achieve City Council's overall goals and objectives.

The changes listed on the following pages represent only a partial list of the reductions and additions proposed. The most significant items from each department are listed. The amount shown is the net change to the department's respective budget.



| Variance Detail | Net Change |
|--|-------------|
| ALL FUNDS | |
| City-wide | |
| Across the board compensation increase of 3.2 percent (3.2%) to keep the City's pay plan competitive and recognize staff's commitment to providing a high level of service to all citizens. The total increase is included in the General Fund (\$90,912) and Land Use Fund (\$22,647). | \$ 113,559 |
| Other salary adjustments based on changes in position responsibilities from the 2008 Adopted Budget. The total increase is included in the General Fund. | \$ 18,784 |
| During 2008, the City implemented an improved benefit package for City employees; in addition to improved health care benefits, the City also increased its contribution to employee's retirement accounts by 6.25 percent (6.25%). Health, Vision, and Dental insurance costs are projected to increase by approximately 12 percent (12%) based on the national average. The cost of the improved benefit package has been included in each department's budget for the 2009 Adopted Budget. The total increase included in the General Fund is \$336,328; the total increase in the Land Use Fund is \$78,328. | \$ 414,656 |
| Energy cost increase of five percent (5%) over 2008 Adopted Budget; this increase is entirely within the General Fund. | \$ 51,397 |
| Fuel cost increase of 77.8 percent (77.8%) over the 2008 Adopted Budget to cover the increased cost of fuel and increase in City vehicle usage to provide increased service levels. This increase is entirely within the General Fund. | \$ 3,500 |
| GENERAL FUND | |
| Elected Officials | |
| The 2008 Adopted Budget includes \$5,000 for a retainer of Legislative Assistance Services. Based on the City's Intergovernmental Agreement with Greenwood Village and Arapahoe County to hire Capital Partnership lobbyists for funding improvements to the I-25 Arapahoe Road Interchange, a total of \$60,000 is required for these services during 2009. | \$ 55,000 |
| City-wide dues and memberships include the cost of dues related to the Metro Mayors Caucus, Colorado Municipal League, National League of Cities, Denver Regional Council of Governments, and South I-25 Urban Corridor/Transportation Management Authority. | \$ 12,363 |
| During 2008, the City received funds from the dissolution of the Parkview Metropolitan District. Council has approved the transfer of these funds to the Parkview Homeowner's Association for use within the district area. | \$ 43,048 |
| The 2008 Adopted Budget includes \$10,000 for Youth Commission activities; the 2009 Adopted Budget for Youth Commission activities has been moved to the City Manager's Office. | \$ (10,000) |



GENERAL FUND

City Attorney's Office

The City Attorney's Office is a contracted service. Based on contractual obligations, the City Attorney's Office budget is to increase by the Denver/Boulder/Greeley Consumer Price Index annually. This increase is projected at 3.2 percent (3.2%) for 2009.

| | | |
|--|----|--------|
| | \$ | 20,507 |
|--|----|--------|

The 2008 Adopted Budget includes \$8,500 for project specific services to be provided by the City Attorney's Office during 2008. This budget has been eliminated for the 2009 Adopted Budget.

| | | |
|--|----|---------|
| | \$ | (8,500) |
|--|----|---------|

GENERAL FUND

City Clerk's Office

The 2009 Adopted Budget includes an additional .5 FTE for a Records Specialist position, making the position one full-time equivalent (the 2008 Adopted Budget also includes a .5 FTE). The total increase in the City Clerk's Office 2009 Adopted Budget is \$39,152 for salaries and benefits.

| | | |
|--|----|--------|
| | \$ | 39,152 |
|--|----|--------|

The 2008 Adopted Budget includes \$260,000 for costs related to elections (both the regular election in November and a special home rule election). The 2009 Adopted Budget includes \$40,000 for the November 2009 election.

| | | |
|--|----|-----------|
| | \$ | (220,000) |
|--|----|-----------|

The 2008 Adopted Budget includes funding related to the Home Rule Charter Commission - this funding is not necessary in 2009.

| | | |
|--|----|----------|
| | \$ | (43,000) |
|--|----|----------|

As a result of the City Charter approved during 2008, certain boards and committees are required. The 2009 Adopted Budget includes \$4,700 for compensation to be paid to the Open Space Advisory Committee, Budget Committee, Audit Committee and Investment Committee.

| | | |
|--|----|-------|
| | \$ | 4,700 |
|--|----|-------|

GENERAL FUND

City Manager's Office

The 2009 Adopted Budget includes a net increase of 2.5 FTE; one FTE was moved from the City Manager's Office budget to the Public Works Department, one FTE was moved from the Communications Department to the City Manager's Office, one FTE was moved from the Finance Department to the City Manager's Office, one FTE was moved from the Planning & Development Department to the City Manager's Office, and one new .5 FTE was approved by City Council for an Administrative Assistant for the Assistant City Manager (the other .5 FTE is reported under Public Works). The net total increase in the City Manager's Office 2009 Adopted Budget is \$106,100 for Salaries and \$41,602 for Benefits.

| | | |
|--|----|---------|
| | \$ | 147,702 |
|--|----|---------|

The 2008 Adopted Budget includes \$10,000 for Youth Commission activities in the Elected Officials budget; the 2009 Adopted Budget for Youth Commission activities are included in the City Manager's budget, but has been reduced by \$2,000.

| | | |
|--|----|-------|
| | \$ | 8,000 |
|--|----|-------|



GENERAL FUND

Economic Development

The Economic Development Division (a division of the City Manager's Office) was \$ 177,000 included in the Planning & Development Department for the 2008 Adopted Budget.

GENERAL FUND

Communications

The 2009 Adopted Budget includes a net decrease of 2.0 FTE; one FTE was moved to \$ (106,199) the City Manager's Office budget and one FTE was moved to the Support Services Department (Information Technology Division). The total decrease in the Communications Department 2009 Adopted Budget is \$90,000 for salaries and \$16,199 for benefits.

Web site Hosting and Support Services has been moved to Support Services \$ (20,000) (Information Technology Division) for the 2009 Adopted Budget in an effort to better align department services and costs.

GENERAL FUND

Finance

The 2009 Adopted Budget includes a net increase of 1.0 FTE; one FTE was moved to \$ 7,373 the City Manager's Office budget, one FTE which was included in the Centennial Urban Redevelopment Authority Fund budget in the 2008 Adopted Budget, has been moved to the Finance Department (the salary and benefits related to the position was included in the Finance Department's 2008 Adopted Budget), and one FTE (Sales Tax Administrator) was approved by City Council for the 2009 Adopted Budget. The net increase in the Finance Department 2009 Adopted Budget is \$599 for salaries and \$6,774 for benefits.

The City's Supplemental Use Tax Administration is contracted by a third party service \$ 40,600 provider. In order to better align Department services and costs, the cost of this service has been moved from the Land Use Fund to the Finance Department. Based on contractual obligations, the cost of this service is projected to increase by \$3,200 for 2009.

At the request of the Charter Commission, Council has approved \$30,000 for \$ 30,000 performance audit services.

The City's financial system is hosted by a third party service provider. The cost of the \$ (78,100) hosting for the financial system has been moved to Support Services (Information Technology Division) for the 2009 Adopted Budget in an effort to better align department services and costs.

Beginning January 1, 2009, the City will self-collect sales taxes. As a result, the City \$ 300,000 will implement a procedure/program by which to process sales tax returns, collect and deposit sales tax funds, produce daily and monthly reports, and perform audits of City retailers. These responsibilities are expected to be contracted to a third party contractor and it is assumed that these costs will be recovered through enhanced revenue collections.



GENERAL FUND

Finance

At the request of Council and citizens, the City will implement an on-line payment system for sales tax payments, court fines, building permits, contractor licenses and animal control fines and fees. \$ 50,000

The County collects property tax, certain sales tax, and automobile use tax on behalf of the City for which a one percent (of total property tax collections) and five percent (5%) (of total sales and automobile use tax collections) fee is charged for collecting and processing payment to the City. The estimated cost for these services was in the Finance budget in 2008; however, to better align department services and costs these charges have been moved to the Nondepartmental budget. \$ (289,694)

GENERAL FUND

Nondepartmental

The estimated cost for these services has been moved from the Finance Department in an effort to better align department services and costs. These costs represent fees paid to the County for the collection of property tax, certain sales tax, and automobile use tax. One percent (1%) (of total property tax collections) and five percent (5%) (of total sales and automobile use tax collections) fee is charged for collecting and processing payment to the City. \$ 285,423

During 2008, the City budgeted one time costs associated with transitioning service provisions for Public Works and Animal Control from Arapahoe County. Effective July 1, 2008 new providers were contracted, and as a result, these costs were removed from the 2009 Annual Budget. \$ (695,000)

GENERAL FUND

Central Services

The 2008 Adopted Budget includes funding for Dues & Memberships fees. Although the FTE count has not substantially increased, additional funding is included for Dues & Memberships in the 2009 Adopted Budget as a result of professional certifications and memberships required of City employees. \$ 24,440

The 2008 Adopted Budget includes funding for employee training. Although the FTE count has not substantially increased, additional funding is included for Meetings/Training/Travel in the 2009 Adopted Budget as a result of professional certifications, required continuing professional education, and staff professional development. \$ 27,650

GENERAL FUND

Human Resources & Risk Management

The 2008 Adopted Budget includes professional recruitment service fees for key City management staff; these positions have since been filled. \$ (20,000)

The 2008 Adopted Budget included a pool of funds for benefit cost increases. As described in the 2009 Operating Budget Executive Summary and City-wide General Fund section above, benefit cost increases have been included in each department's budget (12 percent (12%) for health, vision, and dental insurance cost increases). \$ (170,000)



GENERAL FUND

Human Resources & Risk Management

The 2008 Adopted Budget included a pool of funds for compensation increases. As described in the 2009 Operating Budget Executive Summary and City-wide General Fund section above, compensation increases have been included in each department's budget (3.2 percent (3.2%) based on the projected Denver/Boulder/Greeley Consumer Price Index). \$ (140,188)

The 2008 Adopted Budget included a pool of funds for benefit improvement costs. Beginning January 1, 2008 the City implemented an improved benefit package for City employees; the cost of the improved benefit package has been included in each department's budget for the 2009 Adopted Budget, but summarized in the All Funds - City-wide section above. \$ (55,000)

During 2008, the City purchased a building and adjacent land for the Centennial Civic Center. As a result, the City's Property & Casualty insurance is projected to increase. \$ 10,000

GENERAL FUND

Support Services

The 2009 Adopted Budget includes an increase of 1.0 FTE which was moved to the Support Services Department budget from the Communications Department. The total increase in the Support Services Department 2009 Adopted Budget is \$67,541 for salaries and benefits. \$ 67,541

During 2008, the City began using a new third party service provider for building security services resulting in a savings to the City of approximately \$36,600. \$ (36,600)

During 2008, the City purchased a building and adjacent land for the Centennial Civic Center. As a result, the City will no longer incur leasing charges for its current office space. \$ (492,980)

The 2008 Adopted Budget included funding for the construction of leasehold improvements on the City's current leased office space and planned additional office space. As a result of the City purchasing a building for future City offices, and all related improvements occurring during 2008, the City will not incur these costs during 2009. \$ (350,000)

As described above, the City purchased a building for the City's offices during 2008. The 2009 Adopted Budget includes additional funding necessary for potential equipment repair and maintenance during 2009 (e.g. air conditioning/heating units). \$ 28,000

Web site Hosting and Support Services has been moved to Support Services (Information Technology Division) from the Communications Department for the 2009 Adopted Budget in an effort to better align department services and costs. \$ 20,000

The City's financial system is hosted by a third party service provider. The cost of the hosting for the financial system has been moved to Support Services (Information Technology Division) from the Finance Department for the 2009 Adopted Budget in an effort to better align department services and costs. \$ 78,100



GENERAL FUND

Support Services

As a result of the City's Visioning process and resulting Community Values of \$ 69,000 transparency and efficient and effective government, the 2009 Adopted Budget includes funding for video and audio streaming of City Council meetings through a third party service provider, as well as an agenda/minutes software package.

The 2008 Adopted Budget included funding for software and software licenses; the 2009 \$ 17,700 budget includes funding as well. In addition, funding is included in the 2009 Adopted Budget for the annual maintenance costs of existing software.

GENERAL FUND

Public Works

The 2009 Adopted Budget includes an increase of 1.5 FTE; one FTE was moved to the \$ 210,905 Public Works Department budget from the City Manager's Office and .5 FTE was approved by City Council for an Administrative Assistant. The total increase in the Public Works Department 2009 Adopted Budget is \$167,818 for salaries and \$43,087 for benefits.

During 2008, the City changed Public Works service providers from Arapahoe County to \$ 4,345,765 CH2M Hill OMI. The 2008 Adopted Budget includes one-half year of contracted service costs through Arapahoe County and one-half year of contracted service costs through CH2M Hill OMI. The total net increase in contracted services in the 2009 Adopted Budget is \$4,345,765; however, the level and types of services to be provided during 2009 under the CH2M Hill OMI contract vary from services previously provided by Arapahoe County.

The Public Works 2008 Adopted Budget includes funding for services and supplies \$ (5,778,195) related to Streets Maintenance/Operations; the majority of this funding has been moved to the Capital Improvement Fund in the 2009 Adopted Budget in an effort to better align department services and costs.

The Public Works Department 2008 Adopted Budget includes funding for engineering \$ (269,400) services (e.g. Bridge Maintenance, Traffic Engineering, and Roadway Engineering); the majority of this funding has been moved to the Capital Improvement Fund in the 2009 Adopted Budget in an effort to better align department services and costs.

The 2009 Adopted Budget includes an overall projected five percent (5%) increase in \$ 51,397 utility costs for street lights and traffic signals.

During 2008, the City set aside \$1.3 million in the Public Works budget for transition \$ (1,300,000) costs. These funds have been reallocated to the Public Works base budget in 2009.

GENERAL FUND

Public Safety

The City's Public Safety services are provided by the Arapahoe County Sheriff's Office. \$ 667,850 Based on contractual obligations, the City's Public Safety budget is to increase annually, including an increase for costs beyond the control of the Sheriff's Office such as costs for gas, oil, and health care. This increase is projected at 3.4 percent (3.4%) for 2009.



GENERAL FUND

Public Safety

The 2008 Adopted Budget for the Sheriff's Office included several personnel costs \$ (97,754) approved by City Council; these costs are included in the base contract amount for the 2009 Adopted Budget. The budget additions during 2008 are partially offset by Council approved expenditures during 2009 for a computer server and software.

GENERAL FUND

Animal Services

During 2008, the City changed Animal Control service providers from Arapahoe County \$ 53,960 to the Humane Society of the Pikes Peak Region (HSPPR) and Tenaker Pet Care Center. The 2008 Adopted Budget includes one-half year of contracted service costs through Arapahoe County and one-half year of contracted service costs through the new service providers. The total net increase in contracted services in the 2009 Adopted Budget is \$53,960, however the level and types of services to be provided during 2009 under the new contracts vary from services previously provided by Arapahoe County.

GENERAL FUND

Planning & Development Administration

The 2009 Adopted Budget includes a decrease of 1.0 FTE which was moved from the \$ (109,031) Planning and Development Department to the City Manager's Office. The total decrease in the Planning and Development Department 2009 Adopted Budget is \$109,031 for salaries and benefits.

The Economic Development Division is included as a division of the City Manager's \$ (177,000) Office for the 2009 Adopted Budget, but was included in the Planning & Development Department for the 2008 Adopted Budget.

GENERAL FUND

Code Enforcement

The 2009 Adopted Budget includes a decrease of 2.7 FTE as the services provided by \$ (136,023) the Code Enforcement Division are contracted to a third party service provider. The total decrease in the Code Enforcement Division 2009 Adopted Budget is \$115,274 for salaries and \$20,749 for benefits.

During 2008, the City contracted out all Code Enforcement services, including an \$ 162,000 enhanced service plan with additional code enforcement officers. As a result, the 2009 Adopted Budget increased by a net amount of \$162,000.

LAND USE FUND

Current Planning

Beginning January 1, 2008, the Land Use Services Department was brought in-house \$ 10,000 from a third party service provider. As a result, the 2008 Adopted Budget included \$45,000 for contracted services related to applicant work order processing during the transitional phase of bringing services in-house. The 2009 Adopted Budget includes \$10,000 for similar professional services during peak work periods.

The 2009 Adopted Budget includes funding for professional services related to the Land \$ 145,000 Development Code Re-write.



LAND USE FUND

Building

The City's Building Services Division is a contracted service to the City. Based on \$ 93,750 contractual obligations, the City compensates the third party service provider 75 percent (75%) of all Building Services revenues. Therefore, revenues are anticipated to increase 8.9 percent (8.9%) and expenditures will increase proportionally.

LAND USE FUND

Contractor Licensing

The City's Supplemental Use Tax Administration is contracted by a third party service \$ (37,400) provider. In order to better align department services and costs, the cost of this service has been moved from the Land Use Fund to the Finance Department.

CAPITAL IMPROVEMENT FUND

The variances identified in the Capital Improvement Fund are specifically related to \$ - projects reappropriated in 2009 that were not completed in prior years.

The Capital Improvement Fund in the 2009 Adopted Budget includes funding for services \$ 3,987,900 and supplies related to Streets Maintenance/Operations which extend the useful life of capital assets. A majority of this funding was included in the Public Works Department in the 2008 Adopted Budget, but has been moved to the Capital Improvement Fund for 2009 in an effort to better align department services and costs.

The Capital Improvement Fund in the 2009 Adopted Budget includes funding for a \$ 170,000 Transportation Master Plan. This plan will evaluate the current transportation infrastructure and determine most critical needs for improvements to the City's transportation network.

The Capital Improvement Fund in the 2009 Adopted Budget includes funding for Capital \$ 500,000 Improvement Program Management; this funding was included in the Public Works Department in the 2008 Adopted Budget, but has been moved to the Capital Improvement Fund for 2009 in an effort to better align department services and costs.

The Capital Improvement Fund in the 2009 Adopted Budget includes funding for other \$ 498,000 services (e.g. Geotechnical Services and Testing, Major/Minor Structures and Inspections, and Traffic System Upgrades); the majority of this funding was included in the Public Works Department in the 2008 Adopted Budget, but has been moved to the Capital Improvement Fund for 2009 in an effort to better align department services and costs.

The 2008 Adopted Budget includes funding for two major Capital Improvement Program \$ (6,127,573) projects: Arapahoe Road (Colorado Boulevard to Holly Street) and the Arapahoe/University Intersection. Funding for these projects is not necessary for the 2009 Adopted Budget.

The 2009 Adopted Budget includes funding for new streets and intersections, sidewalks, \$ 182,916 traffic signals, and street signs.



MISCELLANEOUS FUNDS

Open Space

The 2009 Adopted Budget includes an increase in funding for several capital projects \$ 1,890,400 including certain land improvements, recreation center improvements, park improvements, new bike lanes, and new trails and signage.

MISCELLANEOUS FUNDS

Conservation Trust Fund

The 2009 Adopted Budget includes an increase in funding for various capital projects to \$ 44,366 be determined.

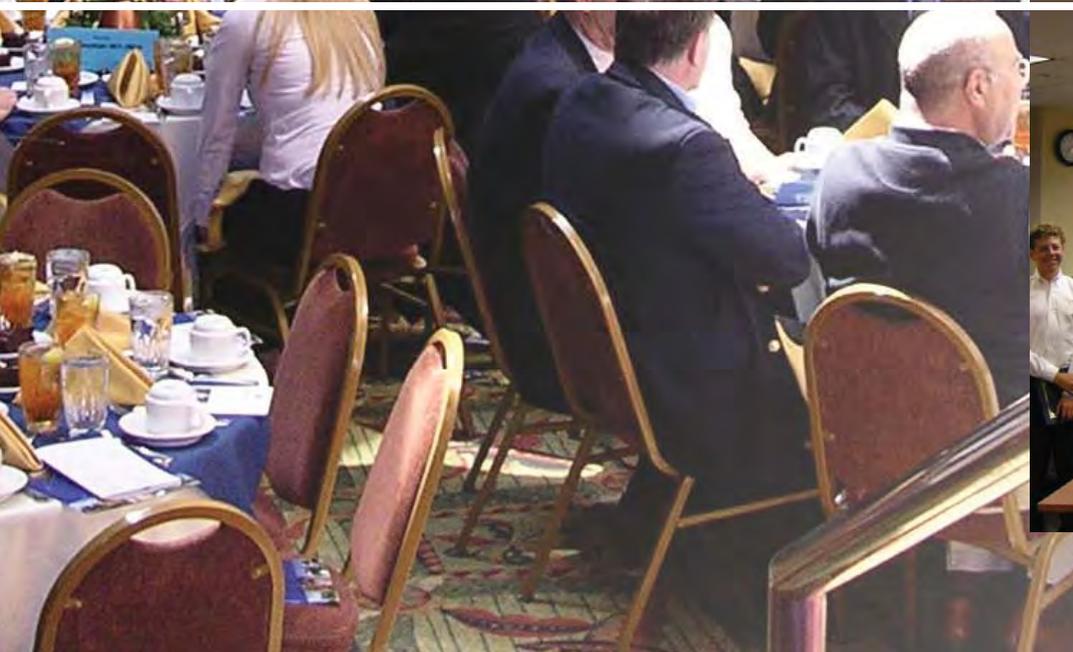
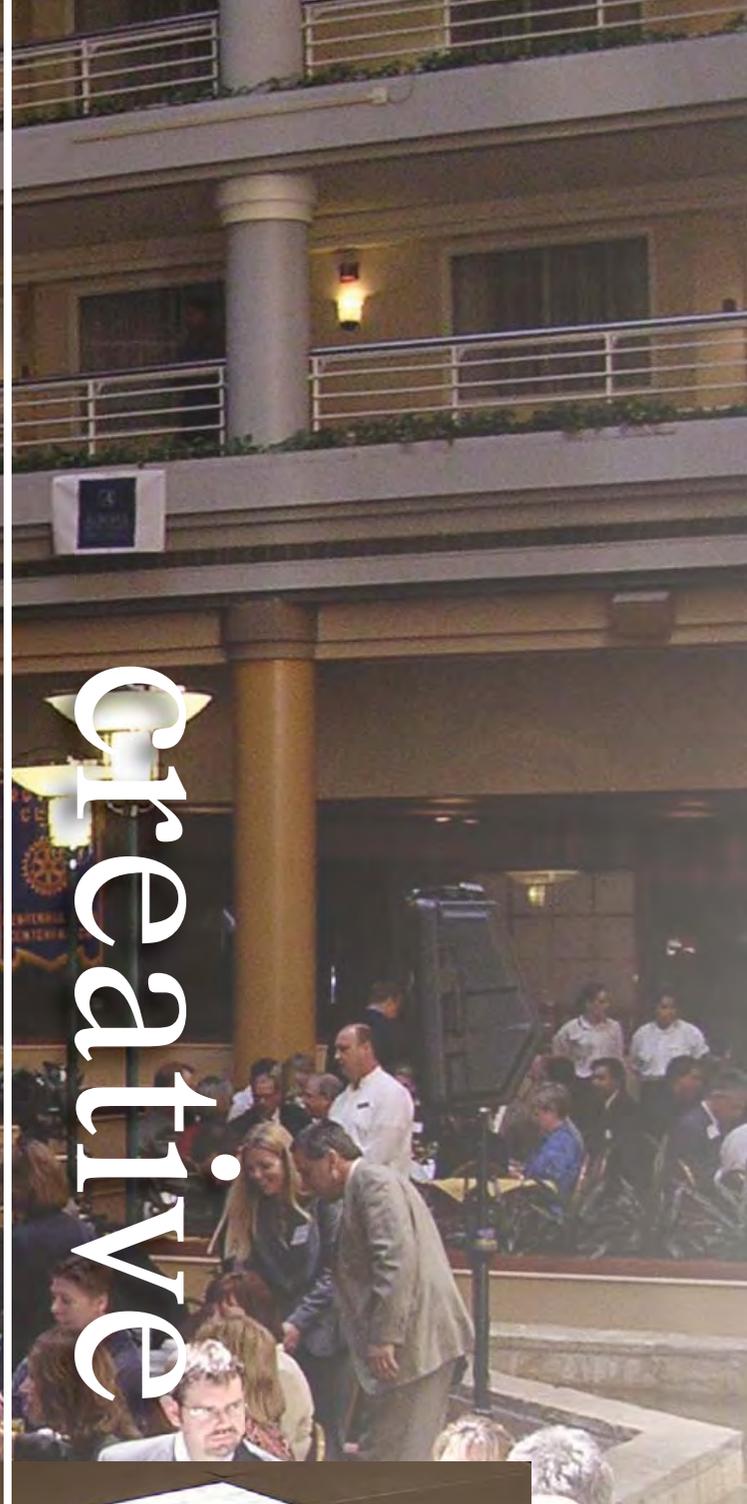
MISCELLANEOUS FUNDS

Centennial Urban Redevelopment Authority

The 2009 Adopted Budget includes an increase in funding from the 2008 Adopted \$ 51,226 Budget to the City's third party service provider for Building Permits and Plan Review services related to the redevelopment of the Southglenn Mall.

The 2008 Adopted Budget includes \$2,250,000 in funding for construction costs related \$ (2,250,000) to the redevelopment of the Southglenn Mall (The Streets at SouthGlenn) from the bonds issued by the Southglenn Metropolitan District. This funding has not been included in the 2009 Adopted Budget.

TOTAL NET CHANGE \$ (3,787,007)





FUND SUMMARIES

City of Centennial Adopted All Fund Types 2007 - 2009 Summary of Revenues

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted |
|---------------------------------|----------------------|----------------------|----------------------|----------------------|
| REVENUES | | | | |
| Sales Tax | \$ 18,124,699 | \$ 18,921,100 | \$ 18,415,000 | \$ 19,400,000 |
| Sales Tax - County | 611,468 | 567,788 | 511,000 | 527,352 |
| Building Materials Use Tax | 1,237,313 | 1,121,250 | 1,679,200 | 1,700,000 |
| Automobile Use Tax | 3,994,315 | 3,744,257 | 3,669,400 | 3,670,824 |
| Property Tax | 7,525,978 | 8,087,848 | 8,087,838 | 7,926,081 |
| Franchise Fees | 4,253,003 | 4,631,680 | 4,660,100 | 4,742,280 |
| Specific Ownership Tax | 662,192 | 683,332 | 631,700 | 628,636 |
| Motor Vehicle Registration Fee | 440,961 | 434,773 | 434,800 | 434,800 |
| Highway Users Tax Fund | 3,777,167 | 3,700,000 | 3,700,000 | 3,700,000 |
| Cigarette Tax | 302,267 | 309,876 | 297,500 | 293,038 |
| Road and Bridge Shareback | 622,625 | 631,908 | 599,731 | 587,736 |
| Right-of-Way Permit Fee | 202,963 | 163,900 | 273,927 | 498,875 |
| Pavement Degradation Fees | - | - | 121,992 | 530,400 |
| Animal Services Fines and Fees | - | - | 11,424 | 65,628 |
| Court Fines | 2,059,722 | 1,800,000 | 2,160,000 | 2,000,000 |
| Liquor Licensing Fees | 23,070 | 21,000 | 21,000 | 21,000 |
| Facility Rental Fees | 24,000 | 24,000 | 24,000 | 24,000 |
| Licenses & Permits | 3,068,936 | 2,203,800 | 3,539,882 | 2,383,528 |
| Investment Income | 1,657,727 | 1,065,600 | 1,085,600 | 823,804 |
| Other Intergovernmental Revenue | 2,610,991 | 1,660,000 | 2,643,863 | 2,479,366 |
| Federal Grant Revenue | 701,772 | - | 3,382,869 | - |
| All Other Revenues | 780,165 | 2,436,052 | 2,406,212 | 210,000 |
| TOTAL REVENUES | \$ 52,681,334 | \$ 52,208,164 | \$ 58,357,038 | \$ 52,647,348 |



**City of Centennial Adopted
All Fund Types
2007 - 2009 Summary of Expenditures**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted |
|--|----------------------|-----------------------|-----------------------|----------------------|
| <u>EXPENDITURES</u> | | | | |
| <u>Legislative</u> | | | | |
| Elected Officials | \$ 269,178 | \$ 292,667 | \$ 287,104 | \$ 402,866 |
| City Attorney | 676,402 | 734,794 | 734,794 | 746,461 |
| City Clerk & Liquor Licensing | 247,606 | 575,336 | 431,077 | 379,201 |
| <u>City Management</u> | | | | |
| City Manager's Office | 680,391 | 660,382 | 698,017 | 933,702 |
| Economic Development | - | - | - | 177,000 |
| Communications | 391,128 | 518,349 | 558,855 | 413,774 |
| <u>Administrative</u> | | | | |
| Finance | 1,062,977 | 1,260,179 | 1,118,277 | 1,435,610 |
| Nondepartmental | 651,192 | 895,000 | 5,445,340 | 485,423 |
| Central Services | 522,118 | 223,500 | 214,600 | 280,290 |
| Human Resources & Risk Mgmt | 629,595 | 1,174,146 | 1,031,695 | 975,120 |
| Support Services | 796,430 | 1,632,321 | 1,527,766 | 1,062,464 |
| <u>Public Works</u> | | | | |
| Public Works | 13,347,633 | 13,649,080 | 13,776,715 | 10,909,551 |
| Capital Improvement ¹ | 3,962,854 | 6,909,146 | 10,076,215 | 6,112,200 |
| General Improvement Districts ² | 311,375 | 433,838 | 823,838 | 417,451 |
| <u>Public Safety</u> | | | | |
| Public Safety | 17,945,718 | 17,814,200 | 17,852,500 | 18,384,296 |
| Animal Services | 501,424 | 521,430 | 866,445 | 575,390 |
| Municipal Court | 1,828,181 | 2,287,022 | 2,280,464 | 2,281,637 |
| <u>Planning & Development</u> | | | | |
| Planning & Development | 4,287,055 | 3,260,520 | 3,562,596 | 3,282,179 |
| Code & Zoning Enforcement | 207,034 | 445,631 | 445,631 | 471,617 |
| <u>Culture & Recreation</u> | | | | |
| Culture & Recreation ³ | 91,185 | 1,660,000 | 2,699,680 | 3,594,766 |
| <u>Urban Redevelopment</u> | | | | |
| Urban Redevelopment ² | 607,222 | 2,425,000 | 3,382,398 | 246,226 |
| TOTAL EXPENDITURES | \$ 49,016,698 | \$ 57,372,541 | \$ 67,814,007 | \$ 53,567,224 |
| REVENUE OVER (UNDER) EXPENDITURES | \$ 3,664,636 | \$ (5,164,377) | \$ (9,456,969) | \$ (919,876) |



**City of Centennial Adopted
All Fund Types
2007 - 2009 Summary of Sources (Uses)**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted |
|--|----------------------|------------------------|-----------------------|------------------------|
| OTHER FINANCING SOURCES (USES) | | | | |
| Fund Transfers/Use of Fund Balance | \$ 5,009,800 | \$ (9,264,635) | \$ 1,318,202 | \$ (3,818,935) |
| Land Use Fund Transfers | (1,129,494) | (354,248) | (418,202) | (459,829) |
| Capital Improvement Fund Transfers | (3,880,306) | (700,000) | (900,000) | (5,581,800) |
| TOTAL OTHER FINANCING USES | \$ - | \$ (10,318,883) | \$ - | \$ (9,860,564) |
| TOTAL EXPENDITURES & OTHER FINANCING USES | \$ 49,016,698 | \$ 67,691,424 | \$ 67,814,007 | \$ 63,427,788 |
| NET CHANGE IN FUND BALANCE⁴ | \$ 3,664,636 | \$ (15,483,260) | \$ (9,456,969) | \$ (10,780,440) |
| FUND BALANCE/NET ASSETS - BEGINNING OF YEAR | \$ 28,003,579 | \$ 31,668,215 | \$ 31,668,215 | \$ 22,211,246 |
| FUND BALANCE/NET ASSETS - END OF YEAR | \$ 31,668,215 | \$ 16,184,955 | \$ 22,211,246 | \$ 11,430,806 |

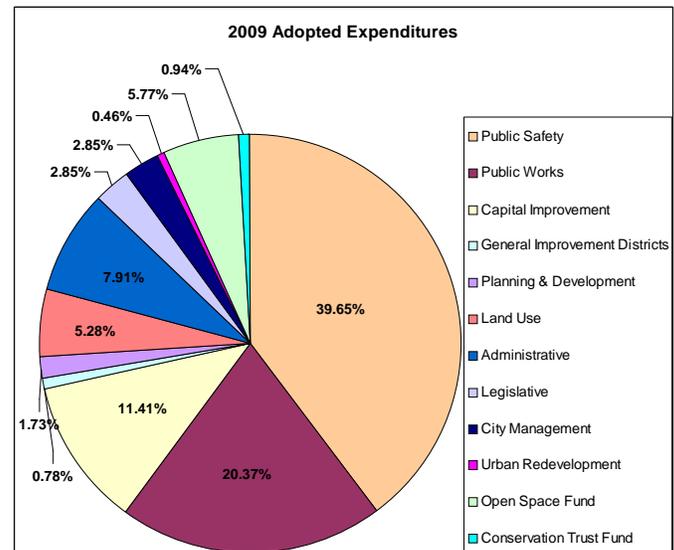
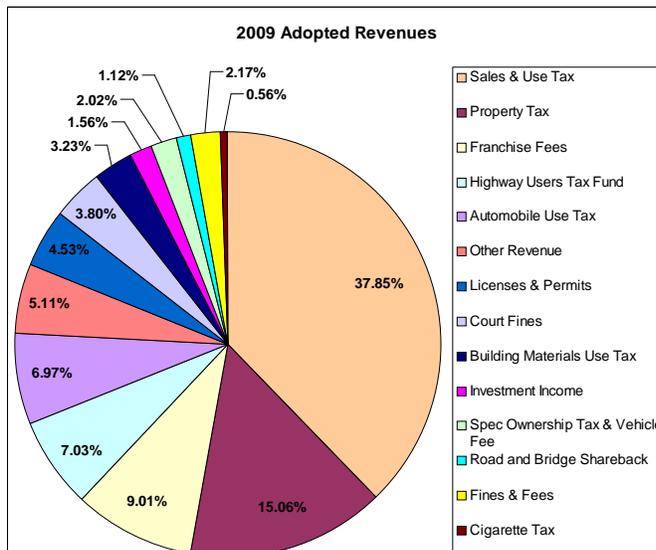
NOTE: The 2008 Adopted Fund Balance - Beginning of Year balance has been updated to reflect the 2007 Fund Balance - End of Year balance as presented in the City's audited financial statements.

¹Capital Improvement Fund

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

³Open Space and Conservation Trust Fund

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





**City of Centennial Adopted
General Fund
2007 - 2009 Summary of Revenues**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|--------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-------------|
| | | | | | \$ Chg | % Chg |
| REVENUES | | | | | | |
| Sales Tax | \$ 18,124,699 | \$ 18,921,100 | \$ 18,415,000 | \$ 19,400,000 | \$ 478,900 | 2.5% |
| Sales Tax - County | 611,468 | 567,788 | 511,000 | 527,352 | (40,436) | -7.1% |
| Building Materials Use Tax | 1,237,313 | 1,121,250 | 1,679,200 | 1,700,000 | 578,750 | 51.6% |
| Property Tax | 7,181,690 | 7,705,510 | 7,705,500 | 7,551,390 | (154,120) | -2.0% |
| Highway Users Tax Fund | 3,777,167 | 3,700,000 | 3,700,000 | 3,700,000 | - | 0.0% |
| Gas Franchise Fee - Xcel | 1,080,939 | 1,306,440 | 1,332,600 | 1,364,849 | 58,409 | 4.5% |
| Electric Franchise Fee- Xcel | 1,805,103 | 1,900,000 | 1,900,000 | 1,900,000 | - | 0.0% |
| Electric Franchise Fee- IREA | 421,853 | 450,000 | 423,000 | 442,796 | (7,204) | -1.6% |
| Cable TV Franchise Fee | 945,108 | 975,240 | 1,004,500 | 1,034,635 | 59,395 | 6.1% |
| Specific Ownership Tax | 632,312 | 645,032 | 593,400 | 593,400 | (51,632) | -8.0% |
| Motor Vehicle Registration Fee | 440,961 | 434,773 | 434,800 | 434,800 | 27 | 0.0% |
| Automobile Use Tax | 3,994,315 | 3,744,257 | 3,669,400 | 3,670,824 | (73,433) | -2.0% |
| Cigarette Tax | 302,267 | 309,876 | 297,500 | 293,038 | (16,838) | -5.4% |
| Road and Bridge Shareback | 622,625 | 631,908 | 599,731 | 587,736 | (44,172) | -7.0% |
| Right-of-Way Permit Fee | 202,963 | 163,900 | 273,927 | 498,875 | 334,975 | 204.4% |
| Pavement Degradation Fees | - | - | 121,992 | - | - | - |
| Animal Services Fines and Fees | - | - | 11,424 | 65,628 | 65,628 | - |
| Court Fines | 2,059,722 | 1,800,000 | 2,160,000 | 2,000,000 | 200,000 | 11.1% |
| Investment Income | 1,234,287 | 1,037,400 | 622,400 | 591,280 | (446,120) | -43.0% |
| Liquor Licensing Fees | 23,070 | 21,000 | 21,000 | 21,000 | - | 0.0% |
| Facility Rental Fees | 24,000 | 24,000 | 24,000 | 24,000 | - | 0.0% |
| Federal Grant Revenue | 363,469 | - | 415,800 | - | - | - |
| Miscellaneous Revenue | 261,927 | - | 60,000 | 60,000 | 60,000 | - |
| TOTAL REVENUES | \$ 45,347,258 | \$ 45,459,474 | \$ 45,976,174 | \$ 46,461,603 | \$ 1,002,129 | 2.2% |



**City of Centennial Adopted
General Fund
2007 - 2009 Summary of Expenditures**

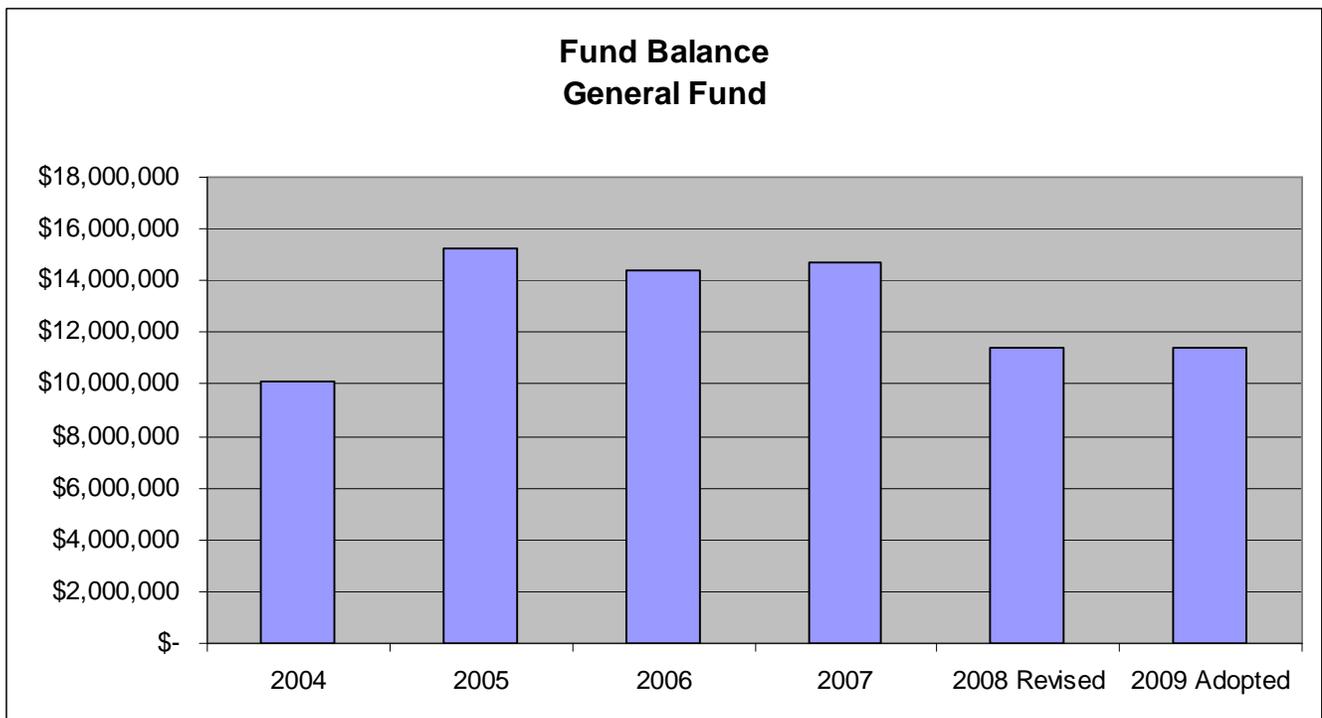
| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|--|----------------------|----------------------|-----------------------|----------------------|-----------------------|---------------|
| | | | | | \$ Chg | % Chg |
| <u>EXPENDITURES</u> | | | | | | |
| <u>Legislative</u> | | | | | | |
| Elected Officials | \$ 269,178 | \$ 292,667 | \$ 287,104 | \$ 402,866 | \$ 110,199 | 37.7% |
| City Attorney | 676,402 | 734,794 | 734,794 | 746,461 | 11,667 | 1.6% |
| City Clerk & Liquor Licensing | 247,606 | 575,336 | 431,077 | 379,201 | (196,135) | -34.1% |
| <u>City Management</u> | | | | | | |
| City Manager's Office | 680,391 | 660,382 | 698,017 | 933,702 | 273,320 | 41.4% |
| Economic Development | - | - | - | 177,000 | 177,000 | - |
| Communications | 391,128 | 518,349 | 558,855 | 413,774 | (104,575) | -20.2% |
| <u>Administrative</u> | | | | | | |
| Finance | 1,062,977 | 1,260,179 | 1,118,277 | 1,435,610 | 175,431 | 13.9% |
| Nondepartmental | 651,192 | 895,000 | 5,445,340 | 485,423 | (409,577) | -45.8% |
| Central Services | 522,118 | 223,500 | 214,600 | 280,290 | 56,790 | 25.4% |
| Human Resources & Risk | 629,595 | 1,174,146 | 1,031,695 | 975,120 | (199,026) | -17.0% |
| Support Services | 796,430 | 1,632,321 | 1,527,766 | 1,062,464 | (569,857) | -34.9% |
| <u>Public Works</u> | | | | | | |
| Public Works | 13,347,633 | 13,649,080 | 13,776,715 | 10,909,551 | (2,739,529) | -20.1% |
| <u>Public Safety</u> | | | | | | |
| Public Safety | 17,945,718 | 17,814,200 | 17,852,500 | 18,384,296 | 570,096 | 3.2% |
| Animal Services | 501,424 | 521,430 | 866,445 | 575,390 | 53,960 | 10.3% |
| Municipal Court | 1,828,181 | 2,287,022 | 2,280,464 | 2,281,637 | (5,385) | -0.2% |
| <u>Planning & Development</u> | | | | | | |
| Planning & Development | 257,131 | 676,420 | 700,794 | 452,850 | (223,570) | -33.1% |
| Code & Zoning Enforcement | 207,034 | 445,631 | 445,631 | 471,617 | 25,986 | 5.8% |
| TOTAL EXPENDITURES | \$ 40,014,138 | \$ 43,360,457 | \$ 47,970,074 | \$ 40,367,252 | \$ (2,993,205) | -6.9% |
| REVENUE OVER (UNDER) EXPENDITURES | \$ 5,333,120 | \$ 2,099,017 | \$ (1,993,900) | \$ 6,094,351 | \$ 3,995,334 | 190.3% |



**City of Centennial Adopted
General Fund
2007 - 2009 Summary of Sources (Uses)**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|--|-----------------------|----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | | | | | \$ Chg | % Chg |
| OTHER FINANCING SOURCES (USES) | | | | | | |
| Fund Transfers | \$ - | \$ 450,000 | \$ - | \$ - | \$ (450,000) | -100.0% |
| Land Use Fund Transfers | (1,129,494) | (354,248) | (418,202) | (459,829) | (105,581) | -29.8% |
| CIP Fund Transfers | (3,880,306) | (700,000) | (900,000) | (5,581,800) | (4,881,800) | -697.4% |
| TOTAL OTHER FINANCING USES | \$ (5,009,800) | \$ (604,248) | \$ (1,318,202) | \$ (6,041,629) | \$ (5,437,381) | -899.9% |
| TOTAL EXPENDITURES & OTHER FINANCING USES | \$ 45,023,938 | \$ 43,964,705 | \$ 49,288,276 | \$ 46,408,881 | \$ 2,444,176 | -5.6% |
| NET CHANGE IN FUND BALANCE | \$ 323,320 | \$ 1,494,769 | \$ (3,312,102) | \$ 52,722 | \$ (1,442,047) | -96.5% |
| FUND BALANCE/NET ASSETS - BEGINNING OF YEAR | \$ 14,366,866 | \$ 14,690,186 | \$ 14,690,186 | \$ 11,378,084 | \$ (3,312,102) | -22.5% |
| FUND BALANCE/NET ASSETS - END OF YEAR | \$ 14,690,186 | \$ 16,184,955 | \$ 11,378,084 | \$ 11,430,806 | \$ (4,754,149) | -29.4% |

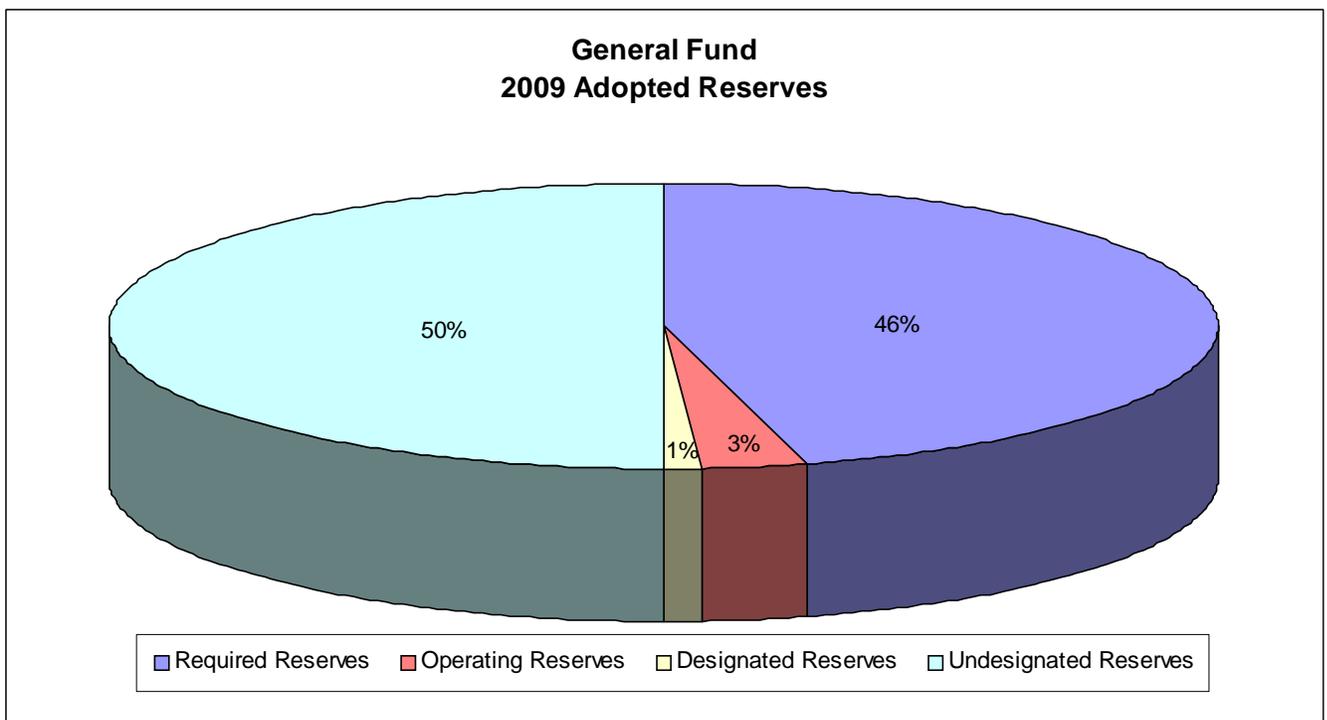
NOTE: The 2008 Adopted Fund Balance - Beginning of Year balance has been updated to reflect the 2007 Fund Balance - End of Year balance as presented in the City's audited financial statements.





**City of Centennial Adopted
General Fund
2009 Adopted Reserves**

| | |
|------------------------------------|----------------------|
| Required Reserves | |
| TABOR Emergency Reserves | \$ 1,211,018 |
| Operating Reserves | 4,036,725 |
| Operating Reserves | |
| Legal | 50,000 |
| Insurance Deductible | 50,000 |
| Snow Removal | 50,000 |
| Tech/Admin Systems | 200,000 |
| Designated Reserves | |
| Law Enforcement Impact Fee | 118,400 |
| Undesignated Reserves | 5,714,663 |
| Total General Fund Reserves | \$ 11,430,806 |





**City of Centennial Adopted
Open Space Fund
2007 - 2009 Summary of Revenues & Expenditures**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|----------------------|--------------|
| | | | | | \$ Chg | % Chg |
| REVENUES | | | | | | |
| County Open Space Sales Tax | \$ 2,077,017 | \$ 1,200,000 | \$ 2,183,863 | \$ 2,000,000 | \$ 800,000 | 66.7% |
| Investment Income | 246,281 | - | 400,000 | 200,000 | 200,000 | - |
| TOTAL REVENUES | \$ 2,323,298 | \$ 1,200,000 | \$ 2,583,863 | \$ 2,200,000 | \$ 1,000,000 | 83.3% |

EXPENDITURES

| | | | | | | |
|---|-------------|---------------------|---------------------|---------------------|---------------------|---------------|
| Capital Outlay: | | | | | | |
| Land | \$ - | \$ - | \$ 2,635,380 | \$ - | \$ - | - |
| Land Improvements | - | - | - | 1,280,000 | 1,280,000 | - |
| Goodson Recreation Center Improvements | - | - | - | 300,000 | 300,000 | - |
| Franklin Pool Spray Park | - | - | - | 300,000 | 300,000 | - |
| Piney Creek Hollow Park - Sports Field | - | - | - | 250,000 | 250,000 | - |
| Caley Avenue Bike Lane | - | - | - | 82,000 | 82,000 | - |
| West Tollgate Creek to Piney Creek Trail Bike Lane | - | - | - | 8,000 | 8,000 | - |
| Piney Creek Trail | - | - | - | 32,000 | 32,000 | - |
| Cherry Creek Trail | - | - | - | 35,000 | 35,000 | - |
| Centennial Link Trail | - | - | - | 750,000 | 750,000 | - |
| Trail Signage | - | - | - | 53,400 | 53,400 | - |
| Other Capital Outlay | - | 1,200,000 | - | - | (1,200,000) | -100.0% |
| TOTAL EXPENDITURES | \$ - | \$ 1,200,000 | \$ 2,635,380 | \$ 3,090,400 | \$ 1,890,400 | 157.5% |

REVENUE OVER (UNDER)

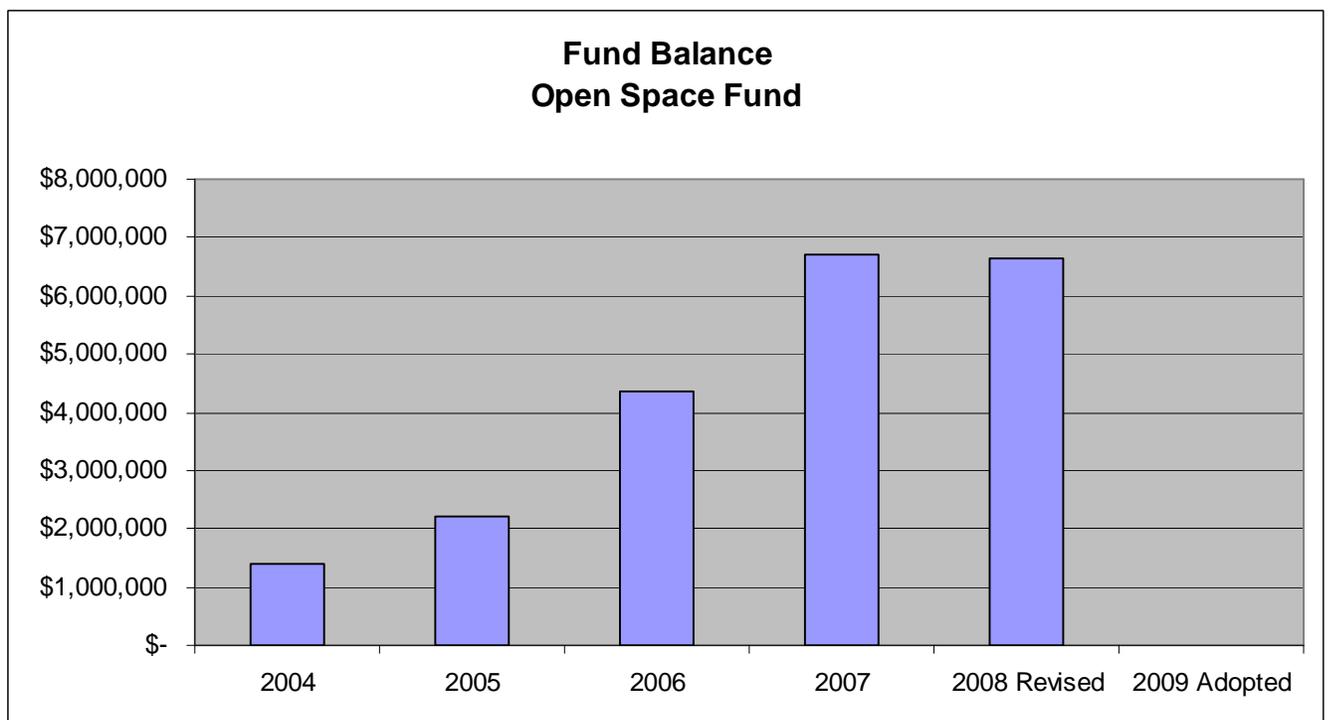
| | | | | | | |
|---------------------|---------------------|-------------|--------------------|---------------------|---------------------|----------|
| EXPENDITURES | \$ 2,323,298 | \$ - | \$ (51,517) | \$ (890,400) | \$ (890,400) | - |
|---------------------|---------------------|-------------|--------------------|---------------------|---------------------|----------|



**City of Centennial Adopted
Open Space Fund
2007 - 2009 Summary of Sources**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|--|---------------------|-----------------------|---------------------|-----------------------|----------------------|---------------|
| | | | | | \$ Chg | % Chg |
| <u>OTHER FINANCING SOURCES</u> | | | | | | |
| Use of Prior Year Fund Balance | \$ - | \$ (6,692,651) | \$ - | \$ (5,750,734) | \$ 941,917 | -14.1% |
| TOTAL OTHER FINANCING SOURCES | \$ - | \$ (6,692,651) | \$ - | \$ (5,750,734) | \$ 941,917 | -14.1% |
| NET CHANGE IN FUND BALANCE | \$ 2,323,298 | \$ (6,692,651) | \$ (51,517) | \$ (6,641,134) | \$ 51,517 | -0.8% |
| FUND BALANCE - BEGINNING OF YEAR | \$ 4,369,353 | \$ 6,692,651 | \$ 6,692,651 | \$ 6,641,134 | \$ (51,517) | -0.8% |
| FUND BALANCE/NET ASSETS - END OF YEAR | \$ 6,692,651 | \$ - | \$ 6,641,134 | \$ - | \$ - | - |

NOTE: The 2008 Adopted Fund Balance - Beginning of Year balance has been updated to reflect the 2007 Fund Balance - End of Year balance as presented in the City's audited financial statements.





**City of Centennial Adopted
Conservation Trust Fund
2007 - 2009 Summary of Revenues, Expenditures, & Sources (Uses)**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|--|---------------------|-----------------------|---------------------|-----------------------|----------------------|--------------|
| | | | | | \$ Chg | % Chg |
| REVENUES | | | | | | |
| Lottery Proceeds | \$ 533,974 | \$ 460,000 | \$ 460,000 | \$ 479,366 | 19,366 | 4.2% |
| Investment Income | 120,168 | - | 50,000 | 25,000 | 25,000 | - |
| TOTAL REVENUES | \$ 654,142 | \$ 460,000 | \$ 510,000 | \$ 504,366 | \$ 44,366 | 9.6% |
| EXPENDITURES | | | | | | |
| Other Services & Supplies | | | | | | |
| Professional Services | \$ 91,185 | \$ - | \$ - | \$ - | - | - |
| Subtotal - Other Serv. & Supp. | \$ 91,185 | \$ - | \$ - | \$ - | - | - |
| Capital Outlay | | | | | | |
| Other Capital Outlay | \$ - | \$ 460,000 | \$ 64,300 | \$ 504,366 | \$ 44,366 | 9.6% |
| Subtotal - Capital Outlay | \$ - | \$ 460,000 | \$ 64,300 | \$ 504,366 | \$ 44,366 | 9.6% |
| TOTAL EXPENDITURES | \$ 91,185 | \$ 460,000 | \$ 64,300 | \$ 504,366 | \$ 44,366 | 9.6% |
| REVENUE OVER (UNDER) EXPENDITURES | \$ 562,957 | \$ - | \$ 445,700 | \$ - | - | - |
| OTHER FINANCING USES | | | | | | |
| Use of Prior Year Fund Balance | \$ - | \$ (2,991,207) | \$ - | \$ (3,436,907) | \$ (445,700) | 14.9% |
| TOTAL OTHER FINANCING USES | \$ - | \$ (2,991,207) | \$ - | \$ (3,436,907) | \$ (445,700) | 14.9% |
| NET CHANGE IN FUND BALANCE | \$ 562,957 | \$ (2,991,207) | \$ 445,700 | \$ (3,436,907) | \$ (445,700) | 14.9% |
| FUND BALANCE - | | | | | | |
| BEGINNING OF YEAR | \$ 2,428,250 | \$ 2,991,207 | \$ 2,991,207 | \$ 3,436,907 | \$ 445,700 | 14.9% |
| FUND BALANCE - END OF YEAR | \$ 2,991,207 | \$ - | \$ 3,436,907 | \$ - | - | - |

NOTE: The 2008 Adopted Fund Balance - Beginning of Year balance has been updated to reflect the 2007 Fund Balance - End of Year balance as presented in the City's audited financial statements.



**City of Centennial Adopted
Capital Improvement Fund
2007 - 2009 Summary of Revenues & Expenditures**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---------------------------|-------------------|-----------------|---------------------|-------------------|----------------------|----------|
| | | | | | \$ Chg | % Chg |
| REVENUES | | | | | | |
| Pavement Degradation Fees | \$ - | \$ - | \$ - | \$ 530,400 | \$ 530,400 | - |
| Federal Grant Revenue | 338,303 | - | 2,967,069 | - | - | - |
| TOTAL REVENUES | \$ 338,303 | \$ - | \$ 2,967,069 | \$ 530,400 | \$ 530,400 | - |

EXPENDITURES

Other Services & Supplies

Professional Services

| | | | | | | |
|----------------------------|------|-------|-------|------------|------------|---------|
| Transportation Master Plan | \$ - | \$ - | \$ - | \$ 170,000 | \$ 170,000 | - |
| Traffic Calming | - | 8,189 | 8,189 | - | (8,189) | -100.0% |

Bridge Services

| | | | | | | |
|-----------------------------|---|---|---|--------|--------|---|
| Minor Structure Inspections | - | - | - | 21,000 | 21,000 | - |
|-----------------------------|---|---|---|--------|--------|---|

Construction Services

| | | | | | | |
|-------------------------|---|---|---|---------|---------|---|
| Geotechnical Services | - | - | - | 25,000 | 25,000 | - |
| Geotechnical Testing | - | - | - | 54,000 | 54,000 | - |
| Supplemental Inspection | - | - | - | 93,000 | 93,000 | - |
| CIP Management | - | - | - | 500,000 | 500,000 | - |

| | | | | | | |
|--|-------------|-----------------|-----------------|-------------------|-------------------|-----------------|
| Total Other Services & Supplies | \$ - | \$ 8,189 | \$ 8,189 | \$ 863,000 | \$ 854,811 | 10438.5% |
|--|-------------|-----------------|-----------------|-------------------|-------------------|-----------------|

Capital Outlay

| | | | | | | |
|-----------------------|------|------|------------|------|------|---|
| Civic Center Building | \$ - | \$ - | \$ 975,000 | \$ - | \$ - | - |
|-----------------------|------|------|------------|------|------|---|

New Construction

Streets & Intersections

| | | | | | | |
|---|---------------------|---------------------|---------------------|-------------------|-----------------------|---------------|
| Arapahoe Road Rehab (Colorado - Holly) | \$ 399,851 | \$ 3,532,087 | \$ 5,019,286 | \$ - | \$ (3,532,087) | -100.0% |
| Arapahoe University Intersection | 421,382 | 2,595,486 | 3,098,756 | - | (2,595,486) | -100.0% |
| TAGAWA Road | - | 200,000 | 200,000 | 225,000 | 25,000 | 12.5% |
| Arapahoe Road Design (Waco - Himalaya) | 318,226 | 261,774 | 261,774 | - | (261,774) | -100.0% |
| County Line Road (Colorado-University) | 1,840,000 | - | - | - | - | - |
| Other | 173 | 24,227 | 24,227 | - | (24,227) | -100.0% |
| Subtotal Streets & Intersections | \$ 2,979,632 | \$ 6,613,574 | \$ 8,604,043 | \$ 225,000 | \$ (6,388,574) | -96.6% |



**City of Centennial Adopted
Capital Improvement Fund
2007 - 2009 Summary of Expenditures**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---|----------------|-----------------|-----------------|-----------------|----------------------|---------|
| | | | | | \$ Chg | % Chg |
| <u>Sidewalks</u> | | | | | | |
| Quebec Street - Peakview to Caley | \$ - | \$ - | \$ - | \$ 25,000 | \$ 25,000 | - |
| Yosemite Street - Xanthia to Bus Stop | - | - | - | 27,100 | 27,100 | - |
| Subtotal Sidewalks | \$ - | \$ - | \$ - | \$ 52,100 | \$ 52,100 | - |
| <u>Drainage</u> | | | | | | |
| Southwood/Cherrywood | \$ - | \$ 50,000 | \$ 50,000 | \$ - | \$ (50,000) | -100.0% |
| Little Dry Creek Crossing/Arapahoe Drainage | 816,000 | - | - | - | - | - |
| Subtotal Drainage | \$ 816,000 | \$ 50,000 | \$ 50,000 | \$ - | \$ (50,000) | -100.0% |
| <u>Traffic Control & Signals</u> | | | | | | |
| Neighborhood Traffic Management Survey & Design | \$ - | \$ - | \$ - | \$ 200,000 | \$ 200,000 | - |
| Crestline/Chambers Signal | - | 5,400 | 5,400 | - | (5,400) | -100.0% |
| Dove Valley Traffic Signals | - | 7,500 | 7,500 | - | (7,500) | -100.0% |
| Euclid/Estancia Traffic Signal | 95,275 | 9,483 | 9,483 | - | (9,483) | -100.0% |
| Dry Creek/Eudora Traffic Signal | - | - | - | 39,200 | 39,200 | - |
| Himalaya/Reservoir Traffic Signal | - | - | - | - | - | - |
| Picadilly/Riviera Signal | 12,872 | - | - | - | - | - |
| Potomac/Fremont Signal | - | 45,000 | 45,000 | - | (45,000) | -100.0% |
| Peakview/Syracuse Signal | - | - | - | - | - | - |
| Reservoir/Flanders Signal | - | - | 200,000 | - | - | - |
| Arapahoe/Clarkson Signal | - | 170,000 | 170,000 | (170,000) | (340,000) | -200.0% |
| Smoky Hill/Kirk Signal | - | - | - | 245,000 | 245,000 | - |
| Peakview/Peoria Signal | - | - | - | 245,000 | 245,000 | - |
| School Zone Upgrades | - | - | - | 75,000 | 75,000 | - |
| Other Signals | - | - | 1,600 | - | - | - |
| Subtotal Traffic Signals & Control | \$ 108,147 | \$ 237,383 | \$ 438,983 | \$ 634,200 | \$ 396,817 | 167.2% |
| <u>Street Signs</u> | | | | | | |
| Street Name Sign Upgrade Program | \$ - | \$ - | \$ - | \$ 25,000 | \$ 25,000 | - |
| City Identification Signs | - | - | - | 20,000 | 20,000 | - |
| Subtotal Street Signs | \$ - | \$ - | \$ - | \$ 45,000 | \$ 45,000 | - |
| <u>Major Bridges</u> | | | | | | |
| Broncos Parkway Bridge | \$ 14,337 | \$ - | \$ - | \$ - | \$ - | - |
| Subtotal Major Bridges | \$ 14,337 | \$ - | \$ - | \$ - | \$ - | - |



**City of Centennial Adopted
Capital Improvement Fund
2007 - 2009 Summary of Expenditures & Financing Sources (Uses)**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------|
| | | | | | \$ Chg | % Chg |
| <u>Arapahoe Road Corridor Study</u> | | | | | | |
| Arapahoe Corridor Study | \$ 44,738 | \$ - | \$ - | \$ - | \$ - | - |
| Subtotal Corridor Study | \$ 44,738 | \$ - | \$ - | \$ - | \$ - | - |
| Rehabilitation | | | | | | |
| Concrete Replacement Program | \$ - | \$ - | \$ - | \$ 280,000 | \$ 280,000 | - |
| Street Rehabilitation Program | - | - | - | 3,007,900 | 3,007,900 | - |
| Street Surface Treatment | - | - | - | 700,000 | 700,000 | - |
| Major Structures | - | - | - | 75,000 | 75,000 | - |
| Minor Structures | - | - | - | 30,000 | 30,000 | - |
| Traffic System Upgrades | - | - | - | 200,000 | 200,000 | - |
| Subtotal Rehabilitation | \$ - | \$ - | \$ - | \$ 4,292,900 | \$ 4,292,900 | - |
| Total Capital Outlay | \$ 3,962,854 | \$ 6,900,957 | \$ 10,068,026 | \$ 5,249,200 | \$ (1,651,757) | -23.9% |
| TOTAL CIP FUND EXPENDITURES | \$ 3,962,854 | \$ 6,909,146 | \$ 10,076,215 | \$ 6,112,200 | \$ (796,946) | -11.5% |
| REVENUE OVER (UNDER) EXPENDITURES | \$ (3,624,551) | \$ (6,909,146) | \$ (7,109,146) | \$ (5,581,800) | \$ 1,327,346 | -19.2% |
| OTHER FINANCING SOURCES | | | | | | |
| Transfers In | \$ 3,880,306 | \$ 700,000 | \$ 900,000 | \$ 5,581,800 | \$ 4,881,800 | 697.4% |
| TOTAL OTHER FINANCING SOURCES | \$ 3,880,306 | \$ 700,000 | \$ 900,000 | \$ 5,581,800 | \$ 4,881,800 | 697.4% |
| NET CHANGE IN FUND BALANCE | \$ 255,755 | \$ (6,209,146) | \$ (6,209,146) | \$ - | \$ 6,209,146 | -100.0% |
| FUND BALANCE - BEGINNING OF YEAR | \$ 5,953,391 | \$ 6,209,146 | \$ 6,209,146 | \$ - | \$ (6,209,146) | -100.0% |
| FUND BALANCE - END OF YEAR | \$ 6,209,146 | \$ - | \$ - | \$ - | \$ - | - |

NOTE: The 2008 Adopted Fund Balance - Beginning of Year balance has been updated to reflect the 2007 Fund Balance - End of Year balance as presented in the City's audited financial statements.



**City of Centennial Adopted
General Improvement District Fund
2007 - 2009 Summary of Revenues, Expenditures, & Sources (Uses)**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---|---------------------|-----------------------|---------------------|---------------------|----------------------|---------------|
| | | | | | \$ Chg | % Chg |
| REVENUES | | | | | | |
| Property Tax | \$ 344,288 | \$ 382,338 | \$ 382,338 | \$ 374,691 | \$ (7,647) | -2.0% |
| Specific Ownership | 29,880 | 38,300 | 38,300 | 35,236 | (3,064) | -8.0% |
| Investment Income | 56,991 | 13,200 | 13,200 | 7,524 | (5,676) | -43.0% |
| Miscellaneous Revenue | 2,992 | - | - | - | - | - |
| TOTAL REVENUES | \$ 434,151 | \$ 433,838 | \$ 433,838 | \$ 417,451 | \$ (16,387) | -3.8% |
| EXPENDITURES | | | | | | |
| Contracted Services | | | | | | |
| General | \$ 127,566 | \$ 105,000 | \$ 105,000 | \$ 105,000 | \$ - | 0.0% |
| Subtotal - Contracted Services | \$ 127,566 | \$ 105,000 | \$ 105,000 | \$ 105,000 | \$ - | 0.0% |
| Other Services & Supplies | | | | | | |
| Revenue Collection Services: | | | | | | |
| County Treasurer's Fee | \$ 5,169 | \$ 5,735 | \$ 5,735 | \$ 5,619 | \$ (116) | -2.0% |
| Utilities | 6,307 | 10,000 | 10,000 | 10,000 | - | 0.0% |
| Debt Service | | | | | | |
| Principal | 15,000 | 55,000 | 55,000 | 60,000 | 5,000 | 9.1% |
| Interest | 147,064 | 146,426 | 536,426 | 144,501 | (1,925) | -1.3% |
| Miscellaneous | 10,269 | 111,677 | 111,677 | 92,331 | (19,346) | -17.3% |
| Subtotal - Other Serv. & Supp. | \$ 183,809 | \$ 328,838 | \$ 718,838 | \$ 312,451 | \$ (16,387) | -5.0% |
| TOTAL EXPENDITURES | \$ 311,375 | \$ 433,838 | \$ 823,838 | \$ 417,451 | \$ (16,387) | -3.8% |
| REVENUE OVER (UNDER) | | | | | | |
| EXPENDITURES | \$ 122,776 | \$ - | \$ (390,000) | \$ - | \$ - | - |
| OTHER FINANCING USES | | | | | | |
| Use of Prior Year Fund Balance | \$ - | \$ (1,008,495) | \$ - | \$ (618,495) | \$ 390,000 | -38.7% |
| TOTAL OTHER FINANCING USES | \$ - | \$ (1,008,495) | \$ - | \$ (618,495) | \$ 390,000 | -38.7% |
| NET CHANGE IN FUND BALANCE | \$ 122,776 | \$ (1,008,495) | \$ (390,000) | \$ (618,495) | \$ 390,000 | -38.7% |
| FUND BALANCE - | | | | | | |
| BEGINNING OF YEAR | \$ 885,719 | \$ 1,008,495 | \$ 1,008,495 | \$ 618,495 | \$ (390,000) | -38.7% |
| FUND BALANCE - END OF YEAR | \$ 1,008,495 | \$ - | \$ 618,495 | \$ - | \$ - | - |

NOTE: The 2008 Adopted Fund Balance - Beginning of Year balance has been updated to reflect the 2007 Fund Balance - End of Year balance as presented in the City's audited financial statements.



**City of Centennial Adopted
Centennial Urban Redevelopment Authority Fund
2007 - 2009 Summary of Revenues, Expenditures, & Sources (Uses)**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---|-------------------|---------------------|---------------------|---------------------|-----------------------|----------------|
| | | | | | \$ Chg | % Chg |
| REVENUES | | | | | | |
| Building Permits, Plan Review & Building Services | \$ 229,964 | \$ - | \$ 1,096,282 | \$ 14,028 | \$ 14,028 | - |
| Licensing Fees | - | 10,000 | - | - | (10,000) | -100.0% |
| Construction Funds | 53,788 | 2,250,000 | 2,196,212 | - | (2,250,000) | -100.0% |
| Authority Operating Revenue | 400,000 | 150,000 | 150,000 | 150,000 | - | 0.0% |
| Investment Income | - | 15,000 | - | - | (15,000) | -100.0% |
| TOTAL REVENUES | \$ 683,752 | \$ 2,425,000 | \$ 3,442,494 | \$ 164,028 | \$ (2,260,972) | -330.7% |
| EXPENDITURES | | | | | | |
| Contracted Services | | | | | | |
| Building Permits, Plan Review & Building Services | \$ 194,713 | \$ 30,000 | \$ 1,064,335 | \$ 81,226 | \$ 51,226 | 170.8% |
| Subtotal - Contracted Services | \$ 194,713 | \$ 30,000 | \$ 1,064,335 | \$ 81,226 | \$ 51,226 | 26.3% |
| Other Services & Supplies: | | | | | | |
| Professional Services | \$ 7,284 | \$ - | \$ - | \$ - | \$ - | - |
| Legal Services - Outside Counsel | 80,244 | - | 15,000 | 15,000 | 15,000 | - |
| Construction Services | 96,937 | 2,250,000 | 2,153,063 | - | (2,250,000) | -100.0% |
| Miscellaneous | 228,044 | 145,000 | 150,000 | 150,000 | 5,000 | 3.4% |
| Subtotal - Other Serv. & Supp. | \$ 412,509 | \$ 2,395,000 | \$ 2,318,063 | \$ 165,000 | \$ (2,230,000) | 100.0% |
| TOTAL EXPENDITURES | \$ 607,222 | \$ 2,425,000 | \$ 3,382,398 | \$ 246,226 | \$ (2,178,774) | -89.8% |
| REVENUE OVER (UNDER) EXPENDITURES | \$ 76,530 | \$ - | \$ 60,096 | \$ (82,198) | \$ (82,198) | - |
| OTHER FINANCING USES | | | | | | |
| Use of Prior Year Fund Balance | \$ - | \$ (76,530) | \$ - | \$ (54,428) | \$ 22,102 | -28.9% |
| TOTAL OTHER FINANCING USES | \$ - | \$ (76,530) | \$ - | \$ (54,428) | \$ 22,102 | -28.9% |
| NET CHANGE IN FUND BALANCE | \$ 76,530 | \$ (76,530) | \$ 60,096 | \$ (136,626) | \$ (60,096) | 78.5% |
| FUND BALANCE - BEGINNING OF YEAR | \$ - | \$ 76,530 | \$ 76,530 | \$ 136,626 | \$ 60,096 | 78.5% |
| FUND BALANCE - END OF YEAR | \$ 76,530 | \$ - | \$ 136,626 | \$ - | \$ - | - |

NOTE: The 2008 Adopted Fund Balance - Beginning of Year balance has been updated to reflect the 2007 Fund Balance - End of Year balance as presented in the City's audited financial statements.



**City of Centennial Adopted
Land Use Fund
2007 - 2009 Summary of Revenues & Expenses**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|----------------------|-------------|
| | | | | | \$ Chg | % Chg |
| REVENUES | | | | | | |
| Building Permit Fees | \$ 1,310,465 | \$ 1,000,000 | \$ 1,200,000 | \$ 1,100,000 | \$ 100,000 | 10.0% |
| Building Plan Review Fees | 590,717 | 400,000 | 450,000 | 425,000 | 25,000 | 6.3% |
| Subtotal Building Services | \$ 1,901,182 | \$ 1,400,000 | \$ 1,650,000 | \$ 1,525,000 | \$ 125,000 | 8.9% |
| Contractor Licensing | \$ 234,960 | \$ 220,000 | \$ 225,000 | \$ 236,000 | \$ 16,000 | 7.3% |
| Transit Shelter Administration | 113,550 | 121,800 | 112,000 | 113,500 | (8,300) | -6.8% |
| Subtotal Contractor Licensing | \$ 348,510 | \$ 341,800 | \$ 337,000 | \$ 349,500 | \$ 7,700 | 2.3% |
| Land Development Applications | \$ 368,028 | \$ 234,000 | \$ 234,000 | \$ 240,000 | \$ 6,000 | 2.6% |
| Misc. Engineering Permits (ROW) | 41,754 | 60,000 | 45,000 | 55,000 | (5,000) | -8.3% |
| Construction Drawings (CD) | - | 66,000 | 66,000 | 66,000 | - | 0.0% |
| Subdivision Improvement Agreement | - | - | 3,000 | 10,000 | 10,000 | - |
| Site Inspections | - | - | 3,000 | 12,000 | 12,000 | - |
| Sign Permits | 45,407 | 35,000 | 40,800 | 40,000 | 5,000 | 14.3% |
| Fence Permits | 23,312 | 10,000 | 12,300 | 10,000 | - | 0.0% |
| CMRS Permits | 2,309 | - | 2,000 | 6,000 | 6,000 | - |
| Legal Services - Review of AWOs | 108,171 | 54,000 | 50,000 | 54,000 | - | 0.0% |
| Change in Deferred Revenue | - | - | - | - | - | - |
| Other Revenue | 299 | 3,000 | 500 | 2,000 | (1,000) | -33.3% |
| Subtotal Permits/Plan Review | \$ 589,280 | \$ 462,000 | \$ 456,600 | \$ 495,000 | \$ 33,000 | 7.1% |
| Rental Income | \$ 61,458 | \$ 26,052 | \$ - | \$ - | \$ (26,052) | -100.0% |
| TOTAL REVENUES | \$ 2,900,430 | \$ 2,229,852 | \$ 2,443,600 | \$ 2,369,500 | \$ 139,648 | 6.3% |

EXPENSES**Personnel Services**

| | | | | | | |
|---------------------------------|------------------|-------------------|-------------------|-------------------|-------------------|--------------|
| Salaries and Wages | \$ 64,342 | \$ 700,800 | \$ 600,391 | \$ 736,367 | \$ 35,567 | 5.1% |
| Benefits | 9,765 | 126,144 | 190,370 | 204,472 | 78,328 | 62.1% |
| Total Personnel Services | \$ 74,107 | \$ 826,944 | \$ 790,761 | \$ 940,839 | \$ 113,895 | 13.8% |

Contracted Services**Permitting and Inspections**

| | | | | | | |
|-------------------------------------|--------------|--------------|--------------|--------------|-----------|------|
| Building Services | \$ 1,611,019 | \$ 1,050,000 | \$ 1,237,500 | \$ 1,143,750 | \$ 93,750 | 8.9% |
| Subtotal Permitting and Inspections | \$ 1,611,019 | \$ 1,050,000 | \$ 1,237,500 | \$ 1,143,750 | \$ 93,750 | 8.9% |



**City of Centennial Adopted
Land Use Fund
2007 - 2009 Summary of Expenses**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---|---------------------|---------------------|---------------------|---------------------|----------------------|-------------|
| | | | | | \$ Chg | % Chg |
| <u>Contractor License Administration</u> | | | | | | |
| Supplemental Use Tax Administration | \$ 37,400 | \$ 37,400 | \$ 37,400 | \$ - | \$ (37,400) | -100.0% |
| Contractor License Administration | 103,900 | 107,400 | 107,400 | 110,000 | 2,600 | 2.4% |
| Transit Shelter/Bench | 24,900 | 26,400 | 26,400 | 26,400 | - | 0.0% |
| Land Use Fund Administration | 166,200 | 171,200 | 171,200 | 136,400 | (34,800) | -20.3% |
| Other | 21 | - | - | - | - | - |
| Subtotal Contractor Licensing | \$ 166,221 | \$ 171,200 | \$ 171,200 | \$ 136,400 | \$ (34,800) | -20.3% |
| <u>Permits/Plan Review</u> | | | | | | |
| <u>Applicant Work Orders (AWOs)</u> | | | | | | |
| Land Development Applications | \$ 480,725 | \$ 45,000 | \$ 108,000 | \$ 10,000 | \$ (35,000) | -77.8% |
| Sign Permits | 12,450 | - | - | - | - | - |
| Fence Permits | 7,852 | - | - | - | - | - |
| Change in Deferred Revenue | - | - | - | - | - | - |
| Legal Services - Review of AWOs | 30,453 | 54,000 | 50,000 | 54,000 | - | 0.0% |
| Subtotal Permits/Plan Review | \$ 531,480 | \$ 99,000 | \$ 158,000 | \$ 64,000 | \$ (35,000) | -35.4% |
| <u>Project Specific</u> | | | | | | |
| Sub Area Plan for Undesignated Area | \$ 59,381 | \$ 65,000 | \$ 55,000 | \$ 75,000 | \$ 10,000 | 15.4% |
| Land Development Code Rewrite | - | - | 20,000 | 145,000 | 145,000 | - |
| Street Access Code | - | - | 15,000 | - | - | - |
| NPDES Support Project | 98,768 | - | - | - | - | - |
| GIS Project | 26,523 | - | - | - | - | - |
| Joint Planning Area Services | 20,506 | - | 4,241 | - | - | - |
| <u>City Work Orders (CWOs)</u> | | | | | | |
| Engineering | 37,978 | - | - | - | - | - |
| SIA Administration | 98,345 | - | - | - | - | - |
| Planning Support | 38,018 | - | - | - | - | - |
| Board of Adjustment | 18,077 | - | - | - | - | - |
| Customer Service - Additional | 374,580 | - | - | - | - | - |
| Miscellaneous | 79,432 | - | - | - | - | - |
| <u>Position Work Orders (PWOs)</u> | | | | | | |
| Planning Director, Zoning Administrator, Infrastructure Director | 229,103 | - | - | - | - | - |
| Project Management | 159,296 | - | - | - | - | - |
| Zoning | 49,959 | - | - | - | - | - |
| Meeting Expenses | 5,611 | 4,000 | - | - | (4,000) | -100.0% |
| Merchant Processing Fees | 15,472 | 12,000 | 16,000 | 16,000 | 4,000 | 33.3% |
| Office Rent | 61,458 | 90,017 | - | - | (90,017) | -100.0% |
| Printing | 3,603 | 3,000 | - | - | (3,000) | -100.0% |
| Subtotal Project Specific | \$ 1,376,110 | \$ 174,017 | \$ 110,241 | \$ 236,000 | \$ 61,983 | 35.6% |
| Legal Services - General | 170,420 | 129,792 | 200,000 | 180,000 | 50,208 | 38.7% |
| Total Contracted Services | \$ 3,855,250 | \$ 1,624,009 | \$ 1,876,941 | \$ 1,760,150 | \$ 136,141 | 8.4% |



**City of Centennial Adopted
Land Use Fund
2007 - 2009 Summary of Expenses & Sources**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---|-----------------------|---------------------|---------------------|---------------------|----------------------|--------------|
| | | | | | \$ Chg | % Chg |
| <u>Other Services & Supplies:</u> | | | | | | |
| Professional Services | \$ 87,953 | \$ 50,000 | \$ 106,000 | \$ 50,000 | \$ - | 0.0% |
| Land Use Case Archiving Services | - | 1,000 | - | 1,000 | - | 0.0% |
| Purchased Non-Capital Equipment | - | - | - | 3,000 | 3,000 | - |
| Equipment/Building - Rental, Repair, Maintenance | - | 5,864 | 2,000 | 2,000 | (3,864) | -65.9% |
| Postage & Courier Services | - | 2,300 | 1,000 | 2,000 | (300) | -13.0% |
| Printing & Publishing Services | - | 1,269 | 12,000 | 10,000 | 8,731 | 688.0% |
| Office Supplies | - | 12,000 | 10,000 | 8,000 | (4,000) | -33.3% |
| Software Supplies | - | - | 40,000 | 7,040 | 7,040 | - |
| Publications and Subscriptions | 1,711 | 2,500 | 4,600 | 5,500 | 3,000 | 120.0% |
| Dues and Memberships | - | 6,723 | 2,800 | 2,800 | (3,923) | -58.4% |
| Meetings/Training/Travel | 243 | 22,777 | 10,000 | 24,000 | 1,223 | 5.4% |
| Vehicle Fuel & Maintenance Supplies | - | 1,680 | 2,000 | 3,000 | 1,320 | 78.6% |
| Miscellaneous | 10,660 | 27,034 | 3,700 | 10,000 | (17,034) | -63.0% |
| Total Other Services & Supplies | \$ 100,567 | \$ 133,147 | \$ 194,100 | \$ 128,340 | \$ (4,807) | -3.6% |
| TOTAL EXPENSES | \$ 4,029,924 | \$ 2,584,100 | \$ 2,861,802 | \$ 2,829,329 | \$ 245,229 | 9.5% |
| NET REVENUES (UNDER) EXPENSES | \$ (1,129,494) | \$ (354,248) | \$ (418,202) | \$ (459,829) | \$ (105,581) | 29.8% |
| <u>OTHER FINANCING SOURCES</u> | | | | | | |
| Transfers In - Gen. Fund Use Tax Allocation | \$ 309,328 | \$ 280,313 | \$ 419,800 | \$ 425,000 | \$ 144,687 | 51.6% |
| Transfers In - Gen. Fund Transfer | 820,166 | 73,935 | (1,598) | 34,829 | (39,106) | -52.9% |
| TOTAL OTHER FINANCING SOURCES | \$ 1,129,494 | \$ 354,248 | \$ 418,202 | \$ 459,829 | \$ 105,581 | 29.8% |
| NET CHANGE IN FUND BALANCE | \$ - | \$ - | \$ - | \$ - | \$ - | - |
| FUND BALANCE - BEGINNING OF YEAR | \$ - | \$ - | \$ - | \$ - | \$ - | - |
| FUND BALANCE - END OF YEAR | \$ - | \$ - | \$ - | \$ - | \$ - | - |



**City of Centennial Adopted
Schedule of Transfers & Use of Fund Balance
2007 - 2009 Summary of Transfers**

| Transfer From | Transfer To | Transfer Purpose | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted |
|-------------------------------------|----------------------------------|----------------------------|---------------------|---------------------|---------------------|---------------------|
| General Fund | Capital Improvement Program Fund | Capital Projects Funding | \$ 3,880,306 | \$ 700,000 | \$ 900,000 | \$ 5,581,800 |
| General Fund | Land Use Fund | General Operations Funding | 1,129,494 | 354,248 | 418,202 | 459,829 |
| TOTAL GENERAL FUND TRANSFERS | | | \$ 5,009,800 | \$ 1,054,248 | \$ 1,318,202 | \$ 6,041,629 |



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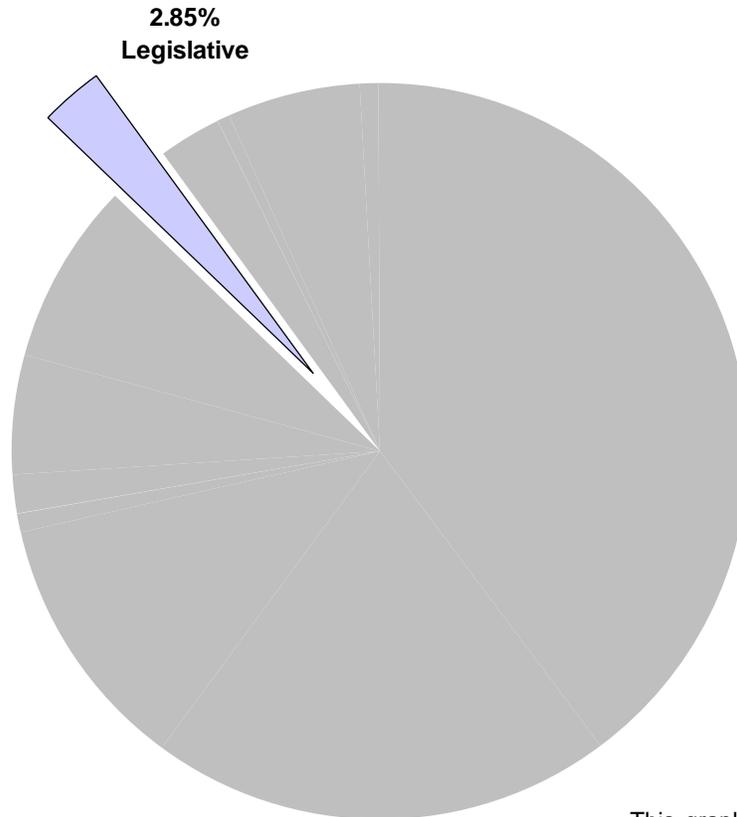




LEGISLATIVE

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

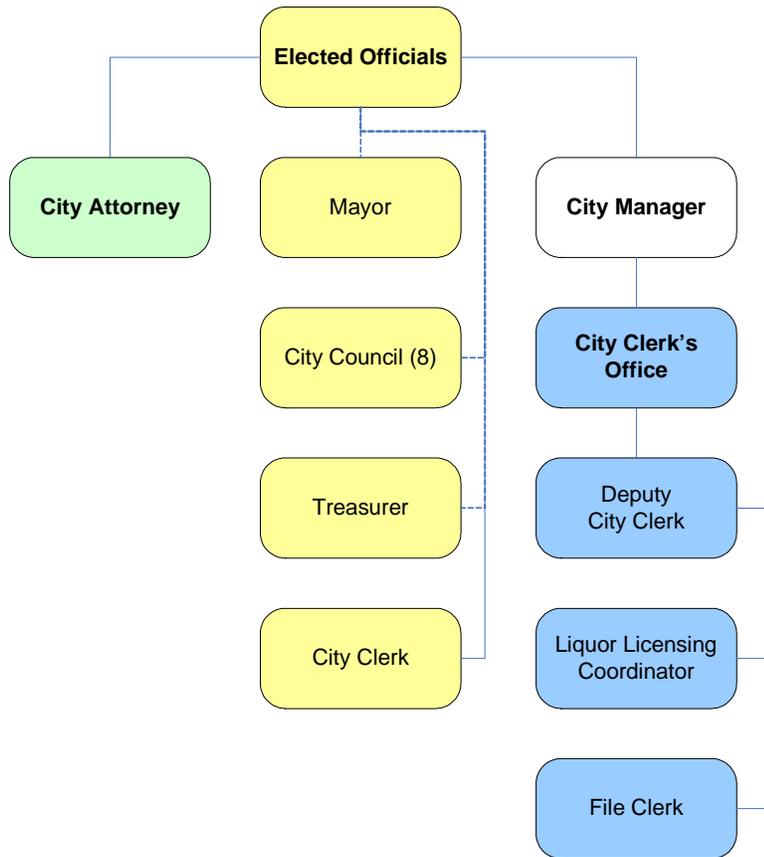
2009 Adopted Expenditures Legislative



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

Total Adopted Budget by Category

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---------------------------|---------------------|---------------------|---------------------|---------------------|----------------------|--------------|
| | | | | | \$ Chg | % Chg |
| Personnel Services | \$ 224,681 | \$ 251,803 | \$ 263,941 | \$ 324,656 | \$ 72,853 | 28.9% |
| Contracted Services | 792,517 | 809,054 | 800,054 | 879,061 | 70,007 | 8.7% |
| Other Services & Supplies | 175,988 | 541,940 | 388,980 | 324,811 | (217,129) | -40.1% |
| TOTAL | \$ 1,193,186 | \$ 1,602,797 | \$ 1,452,975 | \$ 1,528,528 | \$ (74,269) | -4.6% |



Personnel Summary

| | 2007 Actual FTE | 2008 Revised FTE | 2009 Adopted FTE | 2008 / 2009 Difference |
|---------------------|--------------------|---------------------|---------------------|---------------------------|
| City Clerk's Office | 2.00 | 2.50 | 3.00 | 0.50 |
| TOTAL | 2.00 | 2.50 | 3.00 | 0.50 |



Overview: The Mayor, City Council, City Treasurer, and City Clerk represent the elected officials for the City of Centennial. The Mayor and City Council set policy and direction, the City Treasurer ensures the safe management of funds, and the City Clerk ensures safe management of records. The City's Finance Department facilitates the operational functions of the City Treasurer and the Deputy City Clerk's Office provides the daily on-site functionality for the City Clerk.

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

The City Clerk and the City Treasurer are elected at large to two year terms. Under the Home Rule Charter, effective January 1, 2010 both elected positions will terminate.

2008 Accomplishments:

| | |
|--|--|
|  <p>City Services</p> | <ul style="list-style-type: none"> • Adopted the <i>Our Voice. Our Vision. Centennial 2030</i> Goals and Strategies. • Launched Strategic Planning Process—Smart Goals (Vector5™) and set nine goals on which the City's departments are working. • Executed a 10 year contract for public safety with the Arapahoe County Sheriff's Department. • Received the 2005-06 Morgan Quitno Press 14th Annual "Safest City Awards". • Broadened involvement and partnerships with other agencies. |
|  <p>Community Quality of Life / Citizen Engagement</p> | <ul style="list-style-type: none"> • Authorized a citizen survey done prior to the <i>Our Voice. Our Vision. Centennial 2030</i> process and publicized results of survey. • Participated in neighborhood, HOA, and District meetings. • Facilitated an Economic Development / Planning process with businesses. • Enhanced the City's Web site with key upgrades. |
|  <p>Economic Health</p> | <ul style="list-style-type: none"> • Reviewed the fiscal impact of all contract approvals and council actions. • Worked with the business community through the Economic Development Department. • Authorized a Retail Market Analysis to better understand market impacts on areas of focus. • Developed the Economic Development Incentive Policy as a tool. • Continually reviewed fees and fee structures. • Reviewed all City services for cost efficiencies as well as potential savings as each contract for service was renewed. |
|  <p>Environment</p> | <ul style="list-style-type: none"> • Adopted Open Space Master Plan. • Set goals regarding environmental stewardship into City programming and policy. |



2009 Goals and Objectives: The majority of the Goals and Objectives for the Mayor and City Council are implemented by the City's other departments.

| | | |
|--|--|---|
| | <p>City Services</p> | <ul style="list-style-type: none"> • Implement ordinances resulting from Home Rule, e.g. Sales Tax Ordinance as presented. • Utilize ICMA Performance Measurements to ensure accountability. • Complete the first phase of the Transportation Master Plan by December 2009. • Provide video and audio streaming option on the City's Web site to view City Council meetings by December 2009. • Improve the citizen perception of effective and efficient government by August 2009 from the <i>Our Voice. Our Vision. Centennial 2030</i> survey markers. |
| | <p>Community Quality of Life / Citizen Engagement</p> | <ul style="list-style-type: none"> • Continue to find additional mediums for communication outreach. • Continue to obtain customer service surveys. • Implement online Public Works Work Orders by March 2009. • Refine the 24 hour / seven days a week Call Center with feedback information. • Improve linkages for senior citizens. • Enhance role for Youth Commission and Youth Core. |
| | <p>Economic Health</p> | <ul style="list-style-type: none"> • Approve strategic financial policies by June 2009. • Participate in the DRCOG activities throughout 2009. • Participate with Districts, Boards and Commissions throughout 2009. • Continue to pursue new developments of economic growth. |
| | <p>Environment</p> | <ul style="list-style-type: none"> • Facilitate and enable environmental stewardship by making three new policy decisions by December 2009. • Enhance park and recreation opportunities through Open Space funds management and grant programs. • Focus on alternative transportation. |

**Elected Officials
Budget Summary by Budget Category**

| | 2007 | | 2008 | | 2008 | | 2009 | | 2008/2009 | | |
|---------------------------|-----------|----------------|-----------|----------------|-----------|----------------|-----------|----------------|-----------|----------------|--------------|
| | Actual | | Adopted | | Revised | | Adopted | | Adopted | | |
| | \$ | | \$ | | \$ | | \$ | | \$ Chg | % Chg | |
| Personnel Services | \$ | 89,518 | \$ | 93,467 | \$ | 99,904 | \$ | 105,655 | \$ | 12,188 | 13.0% |
| Contracted Services | | 74,476 | | 5,000 | | - | | 60,000 | | 55,000 | 1100.0% |
| Other Services & Supplies | | 105,184 | | 194,200 | | 187,200 | | 237,211 | | 43,011 | 22.1% |
| TOTAL | \$ | 269,178 | \$ | 292,667 | \$ | 287,104 | \$ | 402,866 | \$ | 110,199 | 37.7% |



Overview: The City Attorney's Office represents the City of Centennial in all legal matters affecting the municipal corporation. This representation includes defense of lawsuits filed against the City as well as affirmatively asserting claims that will benefit the citizens and municipal operations. The City Attorney attends all City Council meetings and provides legal advice to the City Council and the City's elected officials. Other attorneys in the City Attorneys 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 Manager; supervises the prosecution of municipal code violations by the City's contract prosecution staff; and directs the City's special and outside legal counsel.

2008 Accomplishments:

| | |
|---|--|
|  <p>City Services</p> | <ul style="list-style-type: none"> • Drafting and approval of the Home Rule Charter. • Drafted noise control ordinance. • Drafted and implemented an open records policy. • Drafted major revisions to weed control ordinance in coordination with code enforcement staff. • Prepared ordinances for codification of new Municipal Code. • Drafted construction contract documents for three major highway and arterial road projects including acquisition of Rights-of-Way and condemnation. • Drafted and negotiated of Public Works Department Contract with CH2M Hill OMI. |
|  <p>Community Quality of Life / Citizen Engagement</p> | <ul style="list-style-type: none"> • Negotiated the purchase and acquisition of an office building and adjacent open space area to create the new civic center or city hall complex. • Drafted and negotiated the Law Enforcement Intergovernmental Agreement with Arapahoe County. |
|  <p>Economic Health</p> | <ul style="list-style-type: none"> • Negotiated amendments of development agreements, finance document reviews and approvals, and processes to reach issuance of building permits for The Streets at SouthGlenn. • Successfully defended all appeals brought by defendants challenging municipal offenses and liquor licensing authority decisions. |
|  <p>Environment</p> | <ul style="list-style-type: none"> • Advised building department on incentive programs to encourage installation of solar energy systems with residential development. • Drafted funding and construction documentation for trail connections between the Highline Canal Trail and the Little Dry Creek Trail. • Advised the City in cooperation with SEMSWA on extension, land acquisition, and design of the Dry Creek Trail under Arapahoe Road. • Assisted planning staff in negotiation of open space, park, and trail dedications with new land use applications. |



2009 Goals and Objectives:

| | | |
|--|--|---|
| | <p>City Services</p> | <ul style="list-style-type: none"> • Promptly respond to inquiries from City Council and elected officials on matters of law and policy. • Draft and adopt regulations implementing House Bill 1041 powers to control use of major public Rights-of-Way. • Amend Municipal Code to implement Home Rule authority including conversion from Mayor/Council to Council/Manager form of government. |
| | <p>Community Quality of Life / Citizen Engagement</p> | <ul style="list-style-type: none"> • Expand ordinances of the City to implement proactive code enforcement and City beautification projects. • Support the City's administrative departments, if requested by the department; and advise the City's boards, commissions, and authorities on legal matters. |
| | <p>Economic Health</p> | <ul style="list-style-type: none"> • Provide advice and support on critical strategic annexations. • Support the Planning and Development Department and contractor in legal review of comprehensive revision and drafting of new land use code. |
| | <p>Environment</p> | <ul style="list-style-type: none"> • Advise City staff and consultants on provisions of the new land development code to implement Council goals for environmental sustainability, LEED, and build green practices. • Draft funding and construction documentation for trail connections between the Highline Canal Trail and the Little Dry Creek Trail. • Advise the City in cooperation with SEMSWA on extension, land acquisition, and design of the Dry Creek Trail under Arapahoe Road. • Assist planning staff in negotiation of open space, park, and trail dedications with new land use applications. |

**City Attorney
Budget Summary by Budget Category**

| | 2007 | 2008 | 2008 | 2009 | 2008/2009 | |
|---------------------------|-------------------|-------------------|-------------------|-------------------|------------------|-------------|
| | Actual | Adopted | Revised | Adopted | Adopted | |
| | | | | | \$ Chg | % Chg |
| Personnel Services | \$ - | \$ - | \$ - | \$ - | \$ - | - |
| Contracted Services | 671,746 | 729,454 | 729,454 | 741,461 | 12,007 | 1.6% |
| Other Services & Supplies | 4,656 | 5,340 | 5,340 | 5,000 | (340) | -6.4% |
| TOTAL | \$ 676,402 | \$ 734,794 | \$ 734,794 | \$ 746,461 | \$ 11,667 | 1.6% |



Overview: The City Clerk’s Office is responsible for all official City records, legal publications, records management and handling of open records requests. The City Clerk staff attends and records all City Council meetings and prepares City Council agendas, packets and minutes. This office maintains the Centennial Municipal Code.

Liquor licensing, including the preparation of agendas, packets and minutes for the Liquor Licensing Authority is also the responsibility of this office. The City Clerk’s Office administers the special Centennial municipal elections and serves as a branch office for County elections. Assistance with ad-hoc appointment committees for the Board of Adjustment, Board of Review, Liquor Licensing Authority and Planning and Zoning Commission is provided by this office.

2008 Accomplishments:

| | |
|---|--|
|  <p>City Services</p> | <ul style="list-style-type: none"> • The first special election for the Home Rule Charter Mail Ballot Election was June 10, 2008. Elements in this election included: approximate 37 percent (37%) voter turnout; over sixty forms, procedures and signs created; training manual for judges; fourteen Judges of Election were employed; Poll Watchers; canvass of the votes (June 17, 2008) question passed by a two to one margin. • Researched and identified a software package that will allow for increase in the efficiency and access to City records. • Submitted supplements for the Municipal Code quarterly to Colorado Code Publishing Company and placed ordinances awaiting codification on the City Web site immediately upon their effective date. |
|  <p>Community Quality of Life / Citizen Engagement</p> | <ul style="list-style-type: none"> • Created processes and trained election judges to ensure the integrity of the Home Rule election. • Recruited and coordinated volunteers for several committees. • The first education seminar for liquor license applicants will be conducted in September 2008. |
|  <p>Economic Health</p> | <ul style="list-style-type: none"> • Managed 103 liquor licenses, including all applications, renewals, violations and modifications. • Developed questionnaire sent to all liquor licensees to gain input regarding the areas of training needed. • Issued the first edition of The Liquor Licensee News in January 2008, and the second edition in June 2008. |
|  <p>Environment</p> | <ul style="list-style-type: none"> • Maintained an FTP (File Transfer Protocol) site for easy electronic access to Council packets, monthly reports and other public records. • Researched software for Council agendas in order to reduce printing. • Double sided printing of materials for Council items and other packets. |

| Performance Measurements: | 2007 Actual | 2008 Estimated | 2009 Projected |
|--|--------------------|-----------------------|-----------------------|
| City Council | | | |
| City Council Packets Prepared and Published Online | 37 | 37 | 37 |
| Resolutions Processed | 133 | 140 | 140 |
| Ordinances Processed | 27 | 40 | 40 |
| Liquor Licensing | | | |
| New Applications Processed | 11 | 5 | 10 |
| Renewals Processed | 93 | 103 | 105 |
| Hearings (Violation, Preliminary and Renewal) | 5 | 5 | 5 |
| Special Event Permits Processed | 1 | 3 | 3 |



2009 Goals and Objectives:

| | |
|--|---|
| | <ul style="list-style-type: none"> • Work with the Communications Department to provide audio or video streaming of council meetings on the City Web site by December 2009. <ul style="list-style-type: none"> – Secure vendor and phase in technology. • Provide semi-annual training sessions for Liquor Licensees. <ul style="list-style-type: none"> – Develop training session curriculum. |
| | <ul style="list-style-type: none"> • Create and develop an Election Commission as required by the Centennial Home Rule Charter by June 2009 and meet quarterly to create by-laws and set goals. <ul style="list-style-type: none"> – Assist ad-hoc committee and make membership recommendation to Council. • Conduct two surveys to obtain input from liquor licensee applicants. |
| | <ul style="list-style-type: none"> • Streamline processes by responding to liquor license applicants within two business days. <ul style="list-style-type: none"> – Provide updated forms and documents on Web site. • Improve communication and provide information timely to liquor license applicants. <ul style="list-style-type: none"> – Semi-annual newsletter, renewal notices provided three months prior to expiration and semi-annual training meetings. |
| | <ul style="list-style-type: none"> • Establish recycling and reuse program to destroy City records annually. <ul style="list-style-type: none"> – Contract with vendors that securely destroy records and recycle. • Encourage Council, staff and board and commission members to obtain meeting packet materials online and reduce printing of packets by 20 percent (20%). |

**City Clerk
Budget Summary by Budget Category**

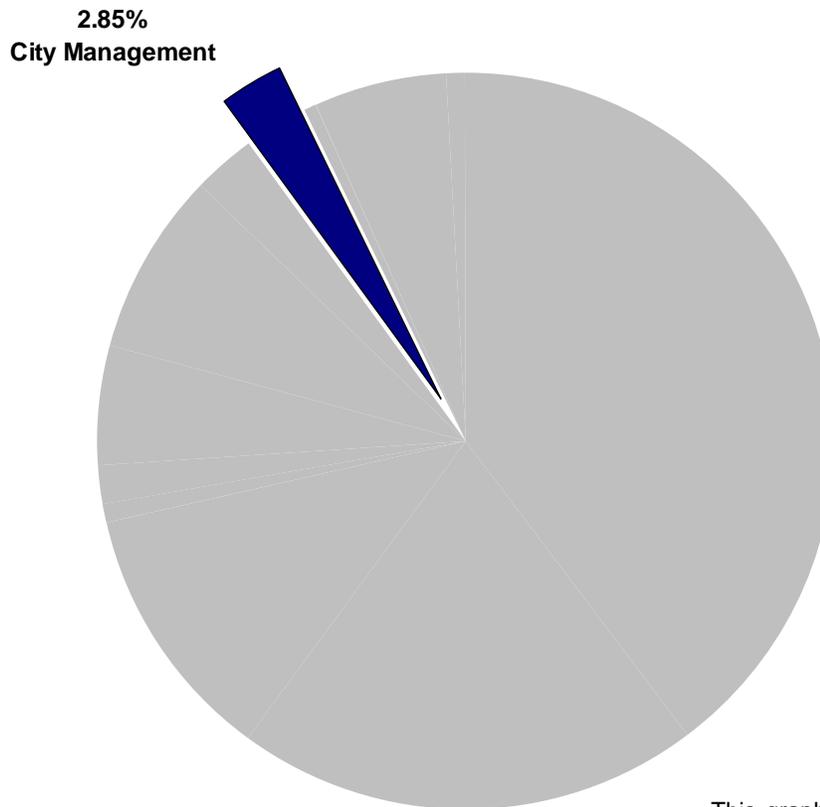
| | 2007 | | 2008 | | 2008 | | 2009 | | 2008/2009 | | |
|---------------------------|-----------|----------------|-----------|----------------|-----------|----------------|-----------|----------------|-----------|------------------|---------------|
| | Actual | | Adopted | | Revised | | Adopted | | Adopted | | |
| | \$ | | \$ | | \$ | | \$ | | \$ | % | |
| Personnel Services | \$ | 135,163 | \$ | 158,336 | \$ | 164,037 | \$ | 219,001 | \$ | 60,665 | 38.3% |
| Contracted Services | | 46,295 | | 74,600 | | 70,600 | | 77,600 | | 3,000 | 4.0% |
| Other Services & Supplies | | 66,148 | | 342,400 | | 196,440 | | 82,600 | | (259,800) | -75.9% |
| TOTAL | \$ | 247,606 | \$ | 575,336 | \$ | 431,077 | \$ | 379,201 | \$ | (196,135) | -34.1% |



CITY MANAGEMENT

The City Management function includes the City Manager’s Office, the Economic Development and Communications Departments. These three disciplines provide critical elements into Our Voice. Our Vision. Centennial 2030 strategies in the four core areas of City Services, Community Involvement, Economic Health, and Environment.

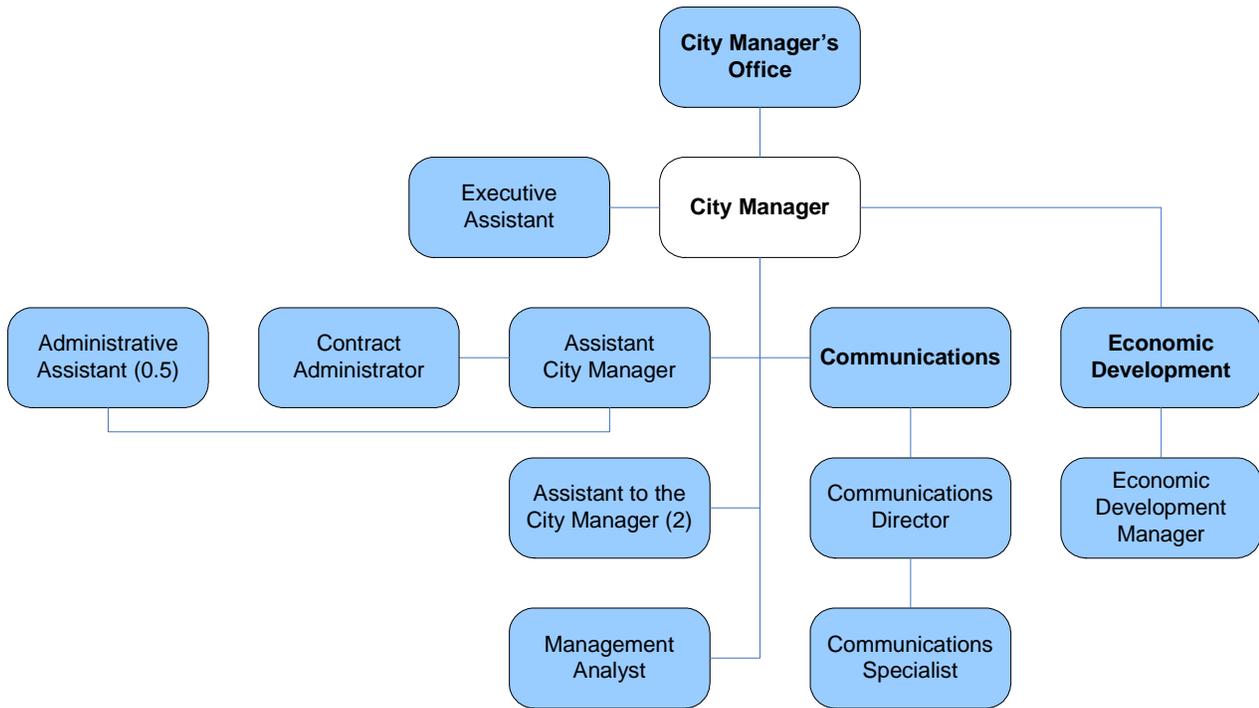
2009 Adopted Expenditures City Management



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

Total Adopted Budget by Category

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---------------------------|---------------------|---------------------|---------------------|---------------------|----------------------|--------------|
| | | | | | \$ Chg | % Chg |
| Personnel Services | \$ 866,067 | \$ 955,481 | \$ 1,013,372 | \$ 1,133,976 | \$ 178,495 | 18.7% |
| Contracted Services | 115,451 | 35,000 | 70,500 | 115,000 | 80,000 | 228.6% |
| Other Services & Supplies | 90,001 | 188,250 | 173,000 | 275,500 | 87,250 | 46.3% |
| TOTAL | \$ 1,071,519 | \$ 1,178,731 | \$ 1,256,872 | \$ 1,524,476 | \$ 345,745 | 29.3% |



Personnel Summary

| | 2007 Actual FTE | 2008 Revised FTE | 2009 Adopted FTE | 2008 / 2009 Difference |
|-----------------------|--------------------|---------------------|---------------------|---------------------------|
| City Manager's Office | 5.00 | 7.00 | 7.50 | 0.50 |
| Economic Development | - | - | 1.00 | 1.00 |
| Communications | 4.00 | 3.00 | 2.00 | (1.00) |
| TOTAL | 9.00 | 10.00 | 10.50 | 0.50 |



Overview: The City Manager's Office sets the standards for the City organization in providing quality services to the public and ensuring the policies and vision established by the City Council are implemented. The City Manager is the chief executive officer of the City of Centennial, appointed by the City Council, and is responsible for the execution of the policies, directives and legislative action taken by City Council. All City staff report to the City Manager either directly or through Department Directors. There are 53.5 authorized positions and multiple contracts that provide services to the citizenry.

2008 Accomplishments:



City
Services

- Completed strategic planning and goal setting through Vector5™ - Workshop including incorporation of the *Good to Great* seminars.
- Participation in the ICMA Performance Measurements development and implementation.
- Completed and organized City-wide training for Incident Command Center and National Incident and Management System.
- Assisted in the completion of an Emergency Preparedness Book distributed by the Arapahoe County Sheriff's Department.
- In coordination with the Division of Wildlife, provided a seminar and newsletter article on living with wildlife.
- Negotiated 10 year Intergovernmental Agreement (IGA) with Arapahoe County for Law Enforcement Services.
- Negotiated five year Public Works contract with CH2M Hill OMI.
- Negotiated Animal Services contract with Humane Society of the Pikes Peak Region and affiliates.
- Negotiated Code Enforcement contract with Community Preservation Specialists.
- Led Regional Animal Shelter conversations with adjacent communities; coordinating feasibility study with other jurisdictions.
- Attended neighborhood, HOA and District meetings.
- Provided staff support of a citizen based Home Rule Charter Commission.
- Enhanced contractor reporting to City Council through performance measurements in renewed contracts.
- Enhanced the Youth Commission, community involvement, legislative involvement and enhanced outreach on the City's Web site and blog.
- Implemented internal management systems that are used to increase citizen communication.
- Developed first five year Capital Improvement Program Plan.
- Implementation of Call Center with live voice service 24 hour / seven days a week for one-call citizen response.
- Community Development Block Grants (CDBG) - coordinating efforts with Arapahoe County, City of Littleton and area non-profits.
- Enhanced citizen involvement through RFP committees for Animal Services, Mosquito Control, and Public Works contracts.
- City staff adoption of the City of Centennial Values Its People (VIP) program that recognizes efficiencies, effectiveness, responsiveness, innovation, accountability, partnership, integrity, trust, respect and personal & professional enrichment in the performance of work in the City's staff.



2008 Accomplishments (Cont.):

| | | |
|--|--|---|
| | <p>Community Quality of Life / Citizen Engagement</p> | <ul style="list-style-type: none"> • Youth Commission—Youth Summit, Strategic Plan, recruitment. • Partnership with Littleton Public Schools and Cherry Creek School District to provide after school programs for students. • Began implementation of Open Space Plan including recreational opportunities (Piney Creek Trail Bridge); purchased 11 acres of parkland surrounding the Centennial Civic Center. • Partnership with Cherrywood neighborhood replacing bridge railings and lighting. • Well-maintained roads—Arapahoe Road & University Boulevard intersection, Arapahoe Road (Colorado Boulevard to Holly Street and Waco Street to Himalaya Way), County Line Road (University Boulevard to Colorado Boulevard), Slaughterhouse Gulch storm drainage projects. • Beginning links to resources for senior/disabled populations. • Support of the <i>Our Voice. Our Vision. Centennial 2030</i> project & Vector5™ strategic plan for August 2009. |
| | <p>Economic Health</p> | <ul style="list-style-type: none"> • New Centennial Civic Center—cost savings—research and analysis resulting in acquisition of new building and surrounding parkland. • First completion and submittal to Government Finance Officers Association (GFOA) of the City's Comprehensive Annual Financial Report (CAFR). • Redesigned the City Manager's Adopted 2009 Budget. • Implemented Home Rule Charter provisions to include Sales/Use Tax Self-Collection to enhance revenues. • Finalized Purchasing Policy. • Development of grants program including attendance at Grant Writing seminars. • Met with developers (present and potential) for new commercial and office development. • Facilitated the development of The Streets at SouthGlenn. |
| | <p>Environment</p> | <ul style="list-style-type: none"> • Staff support of the Centennial Citizens' Environmental Sustainability Committee's initiatives. • Began development and implementation of environmentally sustainable policies. • Instituted processes and programs to set an example as a "Green City" by: <ul style="list-style-type: none"> – Using recycled paper and encouraging a paperless system/discouraging printing of documents and emails. – Provided internal recycling of paper and toner cartridges. – Promoted energy conservation by turning off lights and using efficient light bulbs. |

| Performance Measurements: | 2007 Actual | 2008 Estimated | 2009 Projected |
|--|--------------------|-----------------------|-----------------------|
| Requests for Proposals and Bids Issued | 7 | 14 | 10 |
| Contracts and Contract Amendments Negotiated | 94 | 85 | 85 |



2009 Goals and Objectives:

| | |
|--|---|
| | <ul style="list-style-type: none"> • Improve the baseline measurement of customer perception of effective and efficient government by August 2009. This goal will use the citizen survey performed at the end of 2007 by David Hill. • Institute audio and video streaming of City Council Meetings by March 2009. • ICMA Performance Measurements integrated into all contracts for service and departments evaluated for continued quality assurance. • Continue to utilize contracted services when economically feasible at all levels. |
| | <ul style="list-style-type: none"> • Schedule quarterly neighborhood clean up days planning one in each District. Obtain the materials and services needed from the business community. • Continue to close the communication gap by making efforts to inform the community about regular government operations and accomplishments. • CEN-Civics: Civics 101 Community leadership program incorporating lessons on Public Safety, Public Works, Planning & Development, Elections, Finance, Court Administration, City Clerk, Elected Officials' roles and legislation. • 'Taking it to the Streets' Public Works on the road conversation with the community. |
| | <ul style="list-style-type: none"> • Implement and use the Purchasing Policy when making all purchases. • Receive the Government Finance Officers Association (GFOA) Distinguished Budget Award June 2009. • Develop and approve of new fiscal policies. • In accordance with the Home Rule Charter, develop Audit, Investment and Budget committees. |
| | <ul style="list-style-type: none"> • Promote "Start Your Own Neighborhood clean-up day" starting March 2009. • Facilitate and enable environmental stewardship by implementing three new program or policy decisions by March 2009. • Identify opportunities to participate in photovoltaic programs for the Centennial Civic Center. • Identify opportunities for increased efficiencies and energy savings in the Centennial Civic Center. |

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

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---------------------------|-------------------|-------------------|-------------------|-------------------|----------------------|--------------|
| | | | | | \$ Chg | % Chg |
| Personnel Services | \$ 678,809 | \$ 655,382 | \$ 693,017 | \$ 920,702 | \$ 265,320 | 40.5% |
| Contracted Services | - | - | - | - | - | - |
| Other Services & Supplies | 1,582 | 5,000 | 5,000 | 13,000 | 8,000 | 160.0% |
| TOTAL | \$ 680,391 | \$ 660,382 | \$ 698,017 | \$ 933,702 | \$ 273,320 | 41.4% |



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

2008 Accomplishments:

| | |
|--|--|
| | <ul style="list-style-type: none"> Developed marketing folder and customized components. |
| <p>City Services</p> | |
| | <ul style="list-style-type: none"> Hosted “Best of Centennial” business recognition and awards event. Utilized citizen workgroup in drafting and prioritizing goals and strategies for the development of Economic Development Strategic Plan. |
| <p>Community Quality of Life / Citizen Engagement</p> | |
| | <ul style="list-style-type: none"> Completed Economic Development Strategic Plan . Completed Retail Market Analysis. Developed Sub-Area Plan (Arapahoe Urban Center & Central Centennial Boundary Plan) Quick Reference Guides. |
| <p>Economic Health</p> | |
| | <ul style="list-style-type: none"> Printed Marketing folder on 100% recycled stock. |
| <p>Environment</p> | |

| Performance Measurements: | 2007 Actual¹ | 2008 Estimated | 2009 Projected |
|---|--------------------------------|-----------------------|-----------------------|
| New Commercial Square Feet Added | | | |
| Retail | Unknown | 205,399 | 451,385 |
| Special Purpose | Unknown | 8,000 | 332,487 |
| Office | Unknown | 51,000 | 326,357 |
| Flex / Industrial | Unknown | 0 | 194,005 |
| Business Development, Retention & Expansion | | | |
| Contacts ² | 44 | 140 | 150 |
| Economic Development Inquiries | 25 | 160 | 200 |
| Economic Development Web Hits | | | |
| Main Page – Unique Visitors | Unknown | 3,750 | 3,500 |
| Main Page – Views | Unknown | 5,000 | 7,500 |

¹ Data collected from August—December only

² Excludes Chamber, SEBP, MDED and Professional Affiliation events and meetings



2009 Goals and Objectives:

| | | |
|--|--|---|
| | <p>City Services</p> | <ul style="list-style-type: none"> • Develop and implement an Economic Development E-Newsletter that will be distributed to businesses and interested community stakeholders on a quarterly basis. • Develop consultant scope of work in the first quarter and consider performing a City-wide commercial revitalization and redevelopment study. |
| | <p>Community Quality of Life / Citizen Engagement</p> | <ul style="list-style-type: none"> • Develop and implement a “Shop Local, Invest in Centennial” campaign by 3rd Quarter 2009. |
| | <p>Economic Health</p> | <ul style="list-style-type: none"> • Develop and implement a Business-Targeted Marketing Campaign by 3rd Quarter 2009. • Develop and implement Industry-Cluster Business Development & Marketing Strategy by 3rd Quarter 2009. |
| | <p>Environment</p> | <ul style="list-style-type: none"> • Print 75 percent (75%) of marketing materials on recycled stock and make all available electronically. |

**Economic Development
Budget Summary by Budget Category**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---------------------------|----------------|-----------------|-----------------|-------------------|----------------------|----------|
| | | | | | \$ Chg | % Chg |
| Personnel Services | \$ - | \$ - | \$ - | \$ - | - | - |
| Contracted Services | - | - | - | 100,000 | 100,000 | - |
| Other Services & Supplies | - | - | - | 77,000 | 77,000 | - |
| TOTAL | \$ - | \$ - | \$ - | \$ 177,000 | \$ 177,000 | - |



Overview: The Communications Department is responsible for communicating the City's policies and activities to many external and internal audiences. This is done through working with the media, through a well-designed and informative Web site, brochures and printed materials, and community outreach. Planning, executing, publicizing, and sponsoring community events are also important to building a sense of community. The department handles any Public Relations-related activities for City Council and City departments.

2008 Accomplishments:

| | | |
|--|--|---|
| | <p>City Services</p> | <ul style="list-style-type: none"> • Approximately 200 news advisories and releases were distributed in 2008 to the media and neighborhood associations. Results of these releases and other news coverage amounts to nearly 800 printed stories. • City Newsletters included three general newsletters in 2008 and a special edition for the Home Rule Charter Commission. • Press coverage for the first day of the City's new public works department was orchestrated with the help of CH2M Hill OMI media relations staff. • Communications coordinated the video-taping of a special documentary on the City's best practices for the annual ICMA Convention in October, one of only six communities invited to participate. • A video library of City Council meetings was added to the City's Web site. Through a contract with a video-production company, the addition of video added to the City's effort to increase transparency. |
| | <p>Community Quality of Life / Citizen Engagement</p> | <ul style="list-style-type: none"> • The Visioning Project: <i>Our Voice. Our Vision. Centennial 2030</i> was completed and the final report presented to and accepted by City Council to provide guidance for future City activities. • Community Events included: co-sponsorship of the 4th of July Fireworks display with Englewood and Littleton; co-sponsorship of the Spring Fling with the South Suburban Parks and Recreation District; co-sponsorship of the American Cancer Society's Relay for Life; and co-sponsorship of Centennial Under the Stars with the Centennial Medical Plaza. Two family-oriented movie events were planned and executed in parks on the East and West sides of the City. |
| | <p>Economic Health</p> | <ul style="list-style-type: none"> • The Mayor's State of Our City address was presented by the Centennial Rotary Club for more than 350 guests. Attendees received copies of the Annual Report and the Executive Summary of the visioning document. |
| | <p>Environment</p> | <ul style="list-style-type: none"> • The Webmaster worked with CH2M Hill OMI to institute Cartegraph software for insuring work orders and following up on requests and complaints through the new Call Center. |

| Performance Measurements: | 2007 Actual | 2008 Estimated | 2009 Projected |
|---|--------------------|-----------------------|-----------------------|
| Number of Hits on the Web Site | | | |
| Total Hits | Unknown | 16,968,512 | 24,000,000 |
| First Time Visitors | Unknown | 164,000 | 200,000 |
| Number of News Stories Distributed to Media, Neighborhood Associates and Web Site | 30 | 200 | 225 |
| Number of News Stories Generated by News Releases and Working with the Media | 100-150 (Est.) | 550 | 550 |
| Number of Children and Families Attending City Events | 1,600 | 4,600 - 5,000 | 7,000 |



2009 Goals and Objectives:

| | | |
|--|--|---|
| | <p>City Services</p> | <ul style="list-style-type: none"> • Monitor citizens' expectations through a citizen survey and communicate how the City can meet those expectations yearly. • Increase and refine the modes of communications with citizens daily, depending on the communication goal and the audience. • Through email blasts and quarterly newsletters, encourage citizen participation and input on issues by expanding the Web-based RSS feed of new information to subscribers and having online blogs available for citizen input. • Support City Council Members as they schedule District meetings at least four times per year by publicizing the agendas and speakers. |
| | <p>Community Quality of Life / Citizen Engagement</p> | <ul style="list-style-type: none"> • Increase attendees at the two summer Centennial Night at the Movies events by 100 people. • Support neighborhood activities by promoting them in quarterly newsletters and on the Web site as information is available. • Continue to offer learning opportunities for citizens by extending the CenCON workshops by two additional workshops, as the Planning and Development Department sees necessary. • Encourage Citizens through quarterly newsletters and the Web site to support local businesses by working with the Economic Development Manager to build a good database on the Web site and by publicizing retail opportunities in Centennial. |
| | <p>Economic Health</p> | <ul style="list-style-type: none"> • Create an online, easily accessible and understandable City Budget to facilitate transparency and accountability with citizens within a month of the 2009 budget being approved by City Council. • Maintain a communications framework with neighborhoods by continuing to provide e-mail alerts to HOA's weekly (or as needed), a Web site that makes it easy to find information about development projects and sending out weekly (or as needed) e-newsletters that provide subscribers the information they need. • Ensure the City is known as business-friendly by developing a communications plan specific to business and evaluate the messages within the plan quarterly. |
| | <p>Environment</p> | <ul style="list-style-type: none"> • Begin an effort to educate and promote recycling and reuse in Centennial by expanding the environment section of the City Web site in 1st quarter 2009. |

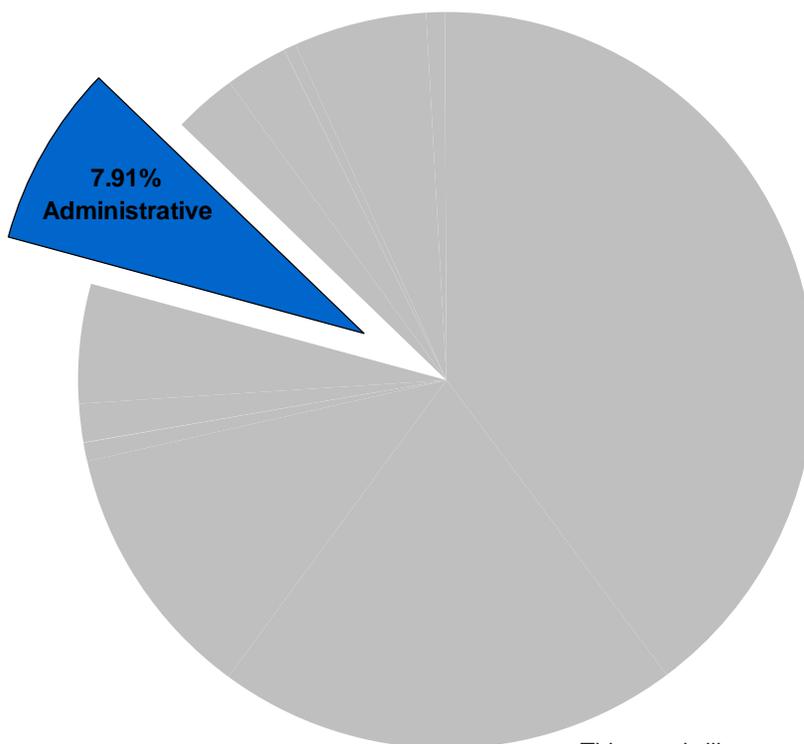
**Communications
Budget Summary by Budget Category**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---------------------------|-------------------|-------------------|-------------------|-------------------|----------------------|---------------|
| | | | | | \$ Chg | % Chg |
| Personnel Services | \$ 187,258 | \$ 300,099 | \$ 320,355 | \$ 213,274 | \$ (86,825) | -28.9% |
| Contracted Services | 115,451 | 35,000 | 70,500 | 15,000 | (20,000) | -57.1% |
| Other Services & Supplies | 88,419 | 183,250 | 168,000 | 185,500 | 2,250 | 1.2% |
| TOTAL | \$ 391,128 | \$ 518,349 | \$ 558,855 | \$ 413,774 | \$ (104,575) | -20.2% |



The Administrative function of the City of Centennial represents the Finance Department, Human Resources, Central Services, Support Services and the Nondepartmental Division. The accomplishments and goals of these disciplines are reflected throughout the Our Voice. Our Vision. Centennial 2030 strategies with primary emphases in the areas of City Services and Economic Health.

2009 Adopted Expenditures Administrative



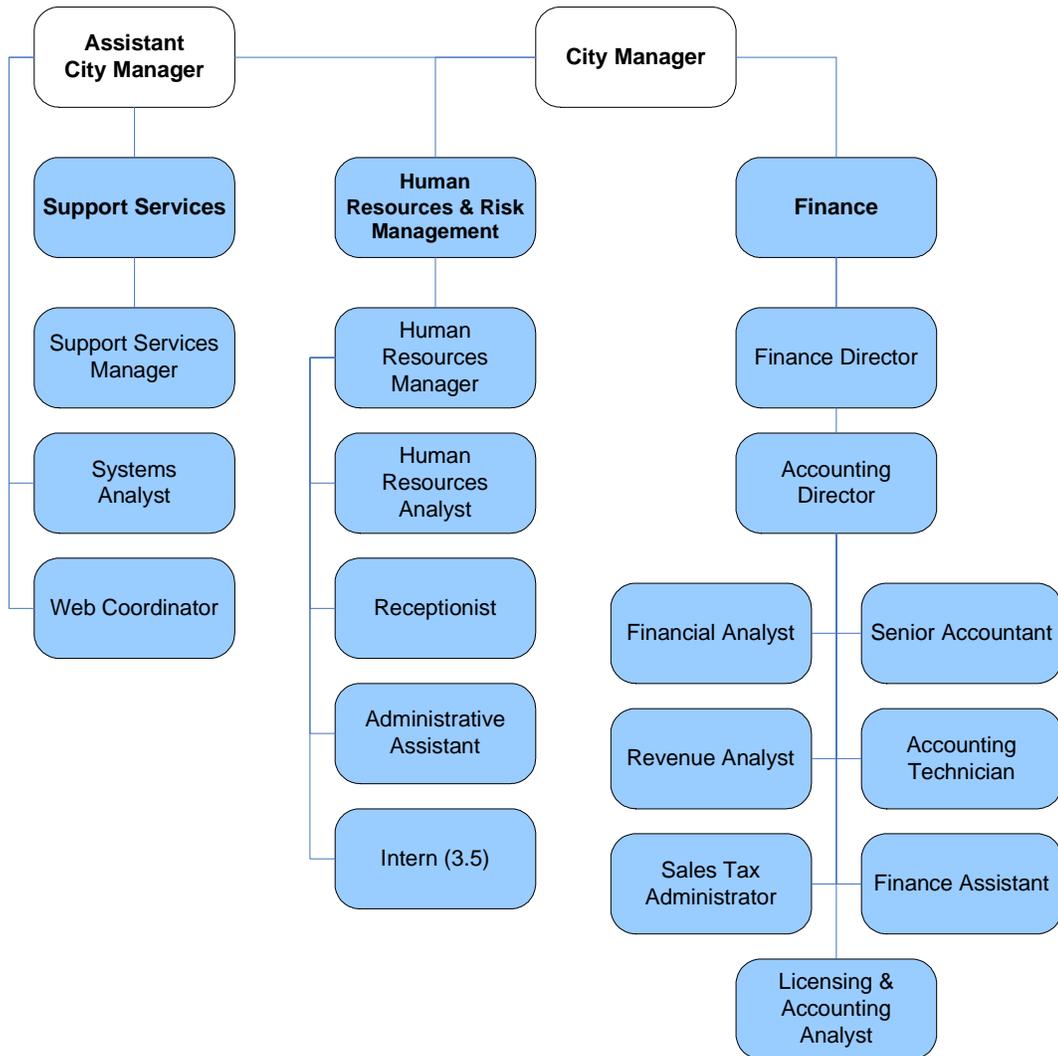
This graph illustrates the percentage of this function's expenditures to the operating budget of all fund types.

Total Adopted Budget by Category

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---------------------------|---------------------|---------------------|---------------------|---------------------|----------------------|---------------|
| | | | | | \$ Chg | % Chg |
| Personnel Services | \$ 988,432 | \$ 1,121,185 | \$ 1,094,040 | \$ 1,509,694 | \$ 388,509 | 34.7% |
| Contracted Services | 529,571 | 1,344,600 | 1,217,024 | 1,065,700 | (278,900) | -20.7% |
| Other Services & Supplies | 2,144,309 | 2,719,362 | 2,922,074 | 1,663,513 | (1,055,849) | -38.8% |
| Capital Outlay | - | - | 4,104,540 | - | - | - |
| TOTAL | \$ 3,662,312 | \$ 5,185,146 | \$ 9,337,678 | \$ 4,238,907 | \$ (946,240) | -18.2% |



ADMINISTRATION



Personnel Summary

| | 2007 Actual FTE | 2008 Revised FTE | 2009 Adopted FTE | 2008 / 2009 Difference |
|----------------------|--------------------|---------------------|---------------------|---------------------------|
| Finance | 7.00 | 9.00 | 9.00 | - |
| HR & Risk Management | 4.00 | 5.00 | 5.00 | - |
| Support Services | 2.00 | 2.00 | 3.00 | 1.00 |
| TOTAL | 13.00 | 16.00 | 17.00 | 1.00 |



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

2008 Accomplishments:

| | | |
|--|--|---|
| | <p>City Services</p> | <ul style="list-style-type: none"> • Submit the City's Comprehensive Annual Financial Report (CAFR) to the Government Finance Officers Association (GFOA) for award. • Worked with outside consultant to prepare presentation for preliminary credit rating. • Contract Management (Financial) Assisted with RFP and interview processes; process contract payments in accordance with agreements. • Worked with other agencies through Colorado Association of Municipal Tax Auditors (CAMTA) for sales tax collection and enforcement. • Participated on the Capital Improvement Program (CIP) committee to develop RFP for transportation plan. • Filing of reports - Local Highway Finance Report, US Census Bureau. |
| | <p>Community Quality of Life / Citizen Engagement</p> | <ul style="list-style-type: none"> • Formulated investment committee, audit committee and budget committee that include citizen involvement. • Communicated key financial information to citizens by posting the budget, Comprehensive Annual Financial Report, and monthly financial statements and analysis memo on the City's Web site. |
| | <p>Economic Health</p> | <ul style="list-style-type: none"> • Developed investment policy for submission to the Investment Committee; drafted financial policies for approval. • Created and implemented a billing system for Land Use Services. • Performed feasibility and financial analysis of purchasing the civic center. • Assisted Land Use Services staff in the reconciliation and inventory of all Subdivision Improvement Agreement collateral and developer contributions. • Managed the RFP for the Building/Auto Use Tax auditing services. • Coordinated with Streets of SouthGlenn businesses; received the monthly payments and fees associated with the Southglenn Redevelopment. • Distributed monthly budget allocations and account coding to City department managers to assist in expenditure tracking and making decisions about spending. |
| | <p>Environment</p> | <ul style="list-style-type: none"> • Placed budget on the Web site. • Placed City's vendors on the Web site. • Placed Comprehensive Annual Financial Report on Web site. • Placed monthly financial statements and analysis memo on Web site. |

| Performance Measurements: | 2007 Actual | 2008 Estimated | 2009 Projected |
|--|--------------------|-----------------------|-----------------------|
| Develop and Implement Financial Policies | 1 | 2 | 2 |
| Percent of Late Fees / Finance Charges | .49% | .16% | 0% |
| Sales Tax Seminars Held for Businesses | N/A | 3 | 4 |
| Number of Days Between End of Month and Distribution of Reports to Staff and Council | 60 | 60 | 30 |
| Percentage of Checks Voided / Reissued Due to Clerical Error | .48% | .62% | 0% |



2009 Goals and Objectives:

| | |
|--|--|
|  City Services | <ul style="list-style-type: none"> Promote voluntary compliance with the City's Sales and Use Tax Ordinance. Provide Sales and Use Tax seminars to the business community each quarter. Provide accurate and timely monthly financial reports within 30 days of the end of the period. |
|  Community Quality of Life / Citizen Engagement | <ul style="list-style-type: none"> Create and develop an audit and investment committee in accordance with the City's Home Rule Charter by March 1, 2009. |
|  Economic Health | <ul style="list-style-type: none"> Promote and practice sound fiscal policies. Provide monthly financial reports and analysis information within 30 days of the close of each reporting period. Strive to achieve Government Finance Officers Association award on financial reporting. Improve operational efficiencies. Redesign the workflow process for accounts payable, contract payments and work orders by June 2009. Process all vendor invoices during the period where any discounts can be taken and avoid all late fees. Manage the sales/use tax delinquency and audit programs to ensure a high level of compliance. Identify and notify delinquent vendors within 15 days of the end of the filing period. Identify and complete twenty sales/use tax audits. |
|  Environment | <ul style="list-style-type: none"> Distribute department reports electronically 100 percent (100%) of the time. Provide financial information, forms, and vendor information on the City's Web site keeping a minimum of hard copies available for each document. |

**Finance
Budget Summary by Budget Category**

| | 2007 | 2008 | 2008 | 2009 | 2008/2009 | |
|---------------------------|---------------------|---------------------|---------------------|---------------------|-------------------|--------------|
| | Actual | Adopted | Revised | Adopted | Adopted | |
| | | | | | \$ Chg | % Chg |
| Personnel Services | \$ 572,327 | \$ 682,985 | \$ 630,778 | \$ 800,310 | \$ 117,325 | 17.2% |
| Contracted Services | 165,246 | 275,000 | 159,024 | 580,100 | 305,100 | 110.9% |
| Other Services & Supplies | 325,404 | 302,194 | 328,475 | 55,200 | (246,994) | -81.7% |
| TOTAL | \$ 1,062,977 | \$ 1,260,179 | \$ 1,118,277 | \$ 1,435,610 | \$ 175,431 | 13.9% |



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

2008 Uses: As of July 1, 2008, the City transitioned service providers for Public Works and Animal Control services which required funding for transition costs. In addition, certain unforeseen expenditures of the City occurred; these costs were managed through the Nondepartmental budget.

2009 Planning: The County collects property tax, certain sales tax, and automobile use tax on behalf of the City for which a one percent (1%) (of total property tax collections) and five percent (5%) (of total sales and automobile use tax collections) fee is charged for collecting and processing payment to the City. The estimated cost for these services has been moved from the Finance Department in an effort to better align department services and costs to the Nondepartmental Division budget. In addition, the City has set aside funding for unanticipated expenditures of the City which may include the costs of projects, contracted services, professional services, or supplies.

**Nondepartmental
Budget Summary by Budget Category**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---------------------------|-------------------|-------------------|---------------------|-------------------|----------------------|---------------|
| | | | | | \$ Chg | % Chg |
| Personnel Services | \$ - | \$ - | \$ - | \$ - | - | - |
| Contracted Services | - | 695,000 | 725,000 | - | (695,000) | -100.0% |
| Other Services & Supplies | 651,192 | 200,000 | 615,800 | 485,423 | 285,423 | 142.7% |
| Capital Outlay | - | - | 4,104,540 | - | - | - |
| TOTAL | \$ 651,192 | \$ 895,000 | \$ 5,445,340 | \$ 485,423 | \$ (409,577) | -45.8% |



Overview: The Central Services Division is responsible for overseeing the centralized administrative operations of the City including ordering office supplies and postage, and overseeing City employee professional dues and memberships, and professional education. The City's Human Resources Manager is responsible for the operations of this department.

2008 Uses: During 2008, the primary use of funds in the Central Services Division included employee's professional education, professional dues, and office supplies.

2009 Planning: The 2009 Adopted Budget includes funding for employee's professional education, professional dues, and office supplies.

**Central Services
Budget Summary by Budget Category**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---------------------------|-------------------|-------------------|-------------------|-------------------|----------------------|--------------|
| | | | | | \$ Chg | % Chg |
| Personnel Services | \$ 385,849 | \$ - | \$ - | \$ - | - | - |
| Contracted Services | - | - | - | - | - | - |
| Other Services & Supplies | 136,269 | 223,500 | 214,600 | 280,290 | 56,790 | 25.4% |
| TOTAL | \$ 522,118 | \$ 223,500 | \$ 214,600 | \$ 280,290 | \$ 56,790 | 25.4% |



Overview: The Human Resources Department is responsible for providing a full-range of comprehensive human resources programs while ensuring compliance with federal, state and local employment law. We provide 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, risk management, personnel records management, and investigation and resolution of internal complaints. In addition, Human Resources facilitate a risk management program designed to protect City assets and ensure a safe and healthy workplace for employees and the community.

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

2008 Accomplishments:



City Services

- Recruitment tool: created new employment application.
- Recruited, interviewed, and hired fourteen new employees.
- Successfully completed a Loss Control Audit by Colorado Intergovernmental Risk Sharing Agency (CIRSA).
- Received the 2007 CIRSA Loss Control Award.
- Launched CNet intranet and maintained the site on an ongoing, regular basis.
- Created and distributed New Hire Announcements.
- Performed a Vacation/Sick Leave Audit for all employees (2004 – March 2008).
- Created an Employee Guidebook (October 2008).
- CIRSA policies and procedures – Administrative Policy created.
- Developed a gym reimbursement as part of the Wellness Program.
- Human Resources forms – created new forms including: tuition reimbursement, gym membership reimbursement, exempt and non-exempt timesheets, time off requests, CNet requests, etc.
- Created pre-termination checklist to minimize adverse consequences.
- Created a citizen survey.
- Created a new hire orientation program.
- Facilitated CIRSA safe driving training.
- Created a City Vehicle Policy.
- Facilitated sexual harassment / discrimination prevention training (October 2008).
- Launched monthly HR newsletter, *HR Link*.
- Created a Performance Evaluation process.
- Organized monthly Lunch and Learn presentations, potlucks, and birthday celebrations.
- Attended training and class sessions given by Department of Labor, Mountain States Employer Council, and Colorado Municipal League.
- Created an office supply procurement process.
- Participated in development of mission statement, values, and business dress guidelines.
- Participated in space planning for new building.
- Participated in the Public Works transition: salary rate, insurance costs, call center.
- Updated Colorado Municipal League compensation system with current City data.
- Performed Benefits Audit 2004 – 2007.
- Created Supervisor Best Practices file.



2008 Accomplishments:

| | |
|--|---|
| | <ul style="list-style-type: none"> • Vector5™ Goal: Establish baseline measurement of customer perception of effective and efficient government by August 2008 and improve perception by August 2009. |
| <p>Community Quality of Life / Citizen Engagement</p> | |
| | <ul style="list-style-type: none"> • Formulated compensation survey. • Created a competitive benefits program. • Transferred payroll functions to new payroll provider. • Implemented of Human Resource Information System software. • Created a Tuition Reimbursement Program. • Prepared 2009 budget. • Conducted December 2007 / January 2008 Health Premium Audit. |
| <p>Economic Health</p> | |
| | <ul style="list-style-type: none"> • Actively participated in the City's recycling program. |
| <p>Environment</p> | |

| Performance Measurements: | 2007 Actual | 2008 Estimated | 2009 Projected |
|---|--------------------|-----------------------|-----------------------|
| Percent of Voluntary Terminations During the First Year of Employment | 6% | 7% | 6% |
| Percentage of Employee Performance Reviews Completed on Schedule | Unknown | 50% | 100% |
| Process New-hire Documentation Within Three Days | Unknown | 100% | 100% |
| Fill Posted Position Within 60 Business Days | Unknown | 65% | 90% |
| Process Workers Compensation Claims Within One Business Day | Unknown | 100% | 100% |
| Process PC Claims After Complete Data Collection Within Two Business Days | Unknown | 100% | 100% |
| Employee Announcements Publicized Within Five Business Days of Start Date | Unknown | 75% | 100% |
| Provide 15 Training and Educational Opportunities | Unknown | 100% | 100% |
| Organize 10 Employee Social Events | Unknown | 100% | 100% |
| Risk Management Training Hours per FTE | Unknown | 3 Hours | 5 Hours |



2009 Goals and Objectives:

| | | |
|--|--|--|
| | <p>City Services</p> | <ul style="list-style-type: none"> • Maintain low instances of on-the-job injuries. <ul style="list-style-type: none"> – Perform workplace audits, continue safety training opportunities, perform ergonomic inspections and develop a Safety Awareness Program. – Encourage a healthy lifestyle, increase employee productivity and maintain low insurance rate increases. • Work with the City's Benefit Consultant to identify innovative wellness program initiatives. <ul style="list-style-type: none"> – Design a program that motivates employees to take control of their health and wellness. • Communicate performance levels with employees. <ul style="list-style-type: none"> – Develop and maintain a performance appraisal system that allows for an annual review of employee contributions and work performance. |
| | <p>Community Quality of Life / Citizen Engagement</p> | <ul style="list-style-type: none"> • Establish baseline measurement of customer perception of effective and efficient government by August 2008 and improve perception (rating) by August 2009. <ul style="list-style-type: none"> – Working with National Research Center, Inc. to develop citizen survey. – Survey to be mailed to citizens in August 2008. – Data will be collected and summarized by NRC and presented to Council. • Provide customer service training to employees. <ul style="list-style-type: none"> – Select customer service training organization to train employees on providing excellent customer service. |
| | <p>Economic Health</p> | <ul style="list-style-type: none"> • Manage a fiscally responsible department. <ul style="list-style-type: none"> – Implement an Human Resource Information System to track employee records to increase efficiency within departments and the organization. • Increase participation in the Flexible Spending Account plan, which will effectively reduce payroll taxes for the City. <ul style="list-style-type: none"> – Increase internal communications regarding Flexible Spending Account plans. – Focus a larger segment on Flexible Spending Account plans at open enrollment meetings. • Develop Paid Time Off plan linked to lowering Short Term Disability costs. <ul style="list-style-type: none"> – Research other municipalities and private organizations that have Paid Time Off plans; analysis of our current leave usage; policy design; cost comparison of the current and proposed plans. |
| | <p>Environment</p> | <ul style="list-style-type: none"> • Educate employees about importance of environmental conservation. <ul style="list-style-type: none"> – Schedule ongoing training opportunities via Lunch and Learns. – Provide internal communications via CNet. |

**Human Resources & Risk Management Services
Budget Summary by Budget Category**

| | 2007 | 2008 | 2008 | 2009 | 2008/2009 | |
|---------------------------|-------------------|---------------------|---------------------|-------------------|---------------------|---------------|
| | Actual | Adopted | Revised | Adopted | Adopted | |
| | | | | | \$ Chg | % Chg |
| Personnel Services | \$ 30,256 | \$ 278,958 | \$ 321,504 | \$ 451,620 | \$ 172,662 | 61.9% |
| Contracted Services | 152,903 | 75,000 | 121,000 | 73,500 | (1,500) | -2.0% |
| Other Services & Supplies | 446,436 | 820,188 | 589,191 | 450,000 | (370,188) | -45.1% |
| TOTAL | \$ 629,595 | \$ 1,174,146 | \$ 1,031,695 | \$ 975,120 | \$ (199,026) | -17.0% |



Overview: The Support Services Department's mission and day to day activities cover a very wide range of functions for the City. The department's customers consist of every department located in the Centennial Civic Center as well as members of the public. A necessary function of the Support Services department is to impose structure and control on a wide variety of procedures as related to the operation of the City Center. It is important for the Support Services' energy to be focused on customer service and innovation rather than on enforcing restrictions, in the process of achieving the department's primary goals. The Support Services Department is committed to delivering the highest level of support as it relates to IT / Telecom, Facilities and City fleet vehicles.

2008 Accomplishments:

| | |
|--|--|
|  City Services | <ul style="list-style-type: none"> Kept all aspects of the City offices clean, fully operational and free of any potential hazardous situations. Corrected any reported building issues within a four hour time frame of the initial report. Developed a great working relationship with building management and assisted them in resolving any issues as related to the city offices. Continued to be proactive to the needs of all employees of the city. Worked with all departments pertaining to room use, setup and audio visual needs. Assist with off site meetings when requested. |
|  Community Quality of Life / Citizen Engagement | <ul style="list-style-type: none"> Assisted in the development and planning of the Citizen Service Center (CSC) move to a permanent location. Assisted in the process of purchasing property to be used for administrative offices, Courts and City council meetings. Open Space and Parks and Recreation land was also included in the purchase. Plans are to develop a true Civic Center for the citizen's use. |
|  Economic Health | <ul style="list-style-type: none"> Worked closely with the Finance Department to assist with quick turn around on all invoices as they relate to the CSC to provided timely payments and did not incur late fees or finance charges. |
|  Environment | <ul style="list-style-type: none"> Researched and identified processes within the City's use of technology that provided efficiency and increased sustainability. Consolidated, developed, and maintained a dynamic, progressive service-oriented Information Technology System for the City. This included hardware, software, and networking. It encompassed PC operations City-wide shared database applications, the Geographical Information System and Telecommunications support. |

| Performance Measurements: | 2007 Actual | 2008 Estimated | 2009 Projected |
|-----------------------------------|--------------------|-----------------------|-----------------------|
| Work Request / Repair Calls | | | |
| Total | 131 | 792 | 911 |
| Total Completed Within 24 hours | 126 | 752 | 865 |
| Priority One Action Calls | | | |
| Total | 13 | 104 | 119 |
| Total Completed Within four hours | 13 | 104 | 119 |



2009 Goals and Objectives:

| | |
|--|--|
| | <ul style="list-style-type: none"> Continue developing processes and procedures for tracking purposes as they relate to the timely turn around of all work requests within the organization. |
| <p>City Services</p> | |
| | <ul style="list-style-type: none"> Build an excellent working relationship with all contractors who maintain, support or improve the Centennial Civic Center. Maintain the Centennial Civic Center creating a safe and secure environment for city staff, contractors and citizens. |
| <p>Community Quality of Life / Citizen Engagement</p> | |
| | <ul style="list-style-type: none"> Continue to work closely with the Finance Department to assist with any and all billing/invoicing discrepancies. Continue to assist with the timely turn around of all invoices that relate to the operation of the Centennial Civic Center and associated meetings. |
| <p>Economic Health</p> | |
| | <ul style="list-style-type: none"> Further develop the recycling program within the organization. Look into all opportunities to increase awareness related to the sustainability issues. Investigate the feasibility of 100 percent compostable products for use in the Centennial Civic Center. Continue to stay abreast of all current and upcoming technology changes that may benefit the overall performance and usefulness of the City's network infrastructure. Monitor both hardware and software to insure productivity levels remain at or above an acceptable level. Stay in compliance with all software licensing issues. |
| <p>Environment</p> | |

**Support Services
Budget Summary by Budget Category**

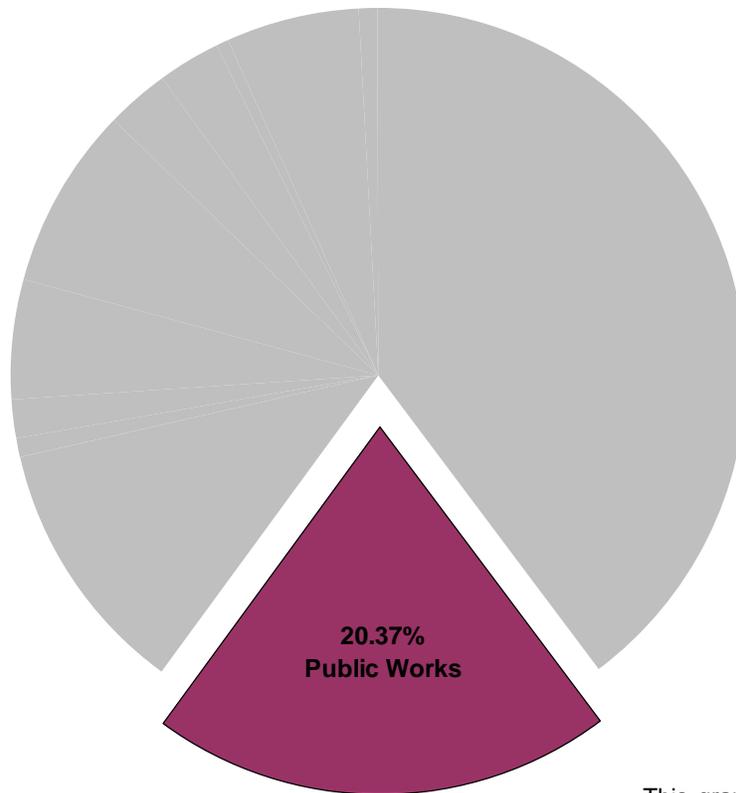
| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---------------------------|-------------------|---------------------|---------------------|---------------------|----------------------|---------------|
| | | | | | \$ Chg | % Chg |
| Personnel Services | \$ - | \$ 159,241 | \$ 141,758 | \$ 257,764 | \$ 98,523 | 61.9% |
| Contracted Services | 211,422 | 299,600 | 212,000 | 412,100 | 112,500 | 37.6% |
| Other Services & Supplies | 585,008 | 1,173,480 | 1,174,008 | 392,600 | (780,880) | -66.5% |
| Capital Outlay | - | - | - | - | - | - |
| TOTAL | \$ 796,430 | \$ 1,632,321 | \$ 1,527,766 | \$ 1,062,464 | \$ (569,857) | -34.9% |



PUBLIC WORKS

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

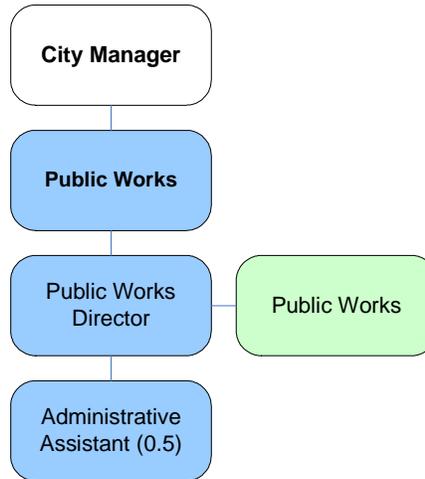
**2009 Adopted Expenditures
Public Works**



This graph illustrates the percentage of this function's expenditures (not including transfers) to the operating budget of all fund types.

Total Adopted Budget by Category

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|-------------------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|---------------|
| | | | | | \$ Chg | % Chg |
| Personnel Services | \$ - | \$ - | \$ - | \$ 210,904 | \$ 210,904 | - |
| Contracted Services | 12,548,477 | 11,321,130 | 12,945,192 | 9,619,300 | (1,701,830) | -15.0% |
| Other Services & Supplies | 799,156 | 2,327,950 | 831,523 | 1,079,347 | (1,248,603) | -53.6% |
| Total Before Transfers | \$ 13,347,633 | \$ 13,649,080 | \$ 13,776,715 | \$ 10,909,551 | \$ (2,739,529) | -20.1% |
| Transfers to CIP Fund | 3,880,306 | 700,000 | 900,000 | 5,581,800 | 4,881,800 | 697.4% |
| TOTAL | \$ 17,227,939 | \$ 14,349,080 | \$ 14,676,715 | \$ 16,491,351 | \$ 2,142,271 | 14.9% |



Personnel Summary

| | 2007 Actual FTE | 2008 Revised FTE | 2009 Adopted FTE | 2008 / 2009 Difference |
|--------------|--------------------|---------------------|---------------------|---------------------------|
| Public Works | - | - | 1.50 | 1.50 |
| TOTAL | - | - | 1.50 | 1.50 |



Overview: The Field Services Division is responsible for street and Right-of-Way maintenance. Major activities are pothole repairs, street patching, crack sealing, roadway shoulder maintenance, snow and ice removal, concrete curb, gutter and sidewalk repairs, street sweeping, traffic sign and striping maintenance and roadside clean-up, weed spraying and mowing.

2008 Accomplishments:

| | |
|--|---|
|  <p>City Services</p> | <ul style="list-style-type: none"> • Concentrated efforts on replacing crosswalks and stop bars located in close proximity to schools. • Enhanced efforts to replace regulatory (stop, yield and speed limit) signs. • Eliminated backlog of pot hole repairs while responding in a timely fashion to new requests through the call center. • Enhanced service response to weed control and Right-of-Way maintenance. • Revised winter storm maintenance plan to enhance service levels and response time. |
|  <p>Community Quality of Life / Citizen Engagement</p> | <ul style="list-style-type: none"> • Initiated new program, Cartegraph Software System, to respond to citizen needs in a timely and efficient manner. |
|  <p>Economic Health</p> | <ul style="list-style-type: none"> • Enhanced efforts in winter storm maintenance in order to keep streets accessible for commuters. • Increased efforts in Right-of-Way maintenance resulting in a more attractive community. |
|  <p>Environment</p> | <ul style="list-style-type: none"> • Enhanced services by sweeping more frequently to assist in air and water quality. |

| Performance Measurements: | 2007 Actual | 2008 Estimated | 2009 Projected |
|--|--------------------|-----------------------|-----------------------|
| Tons of Street Patching Completed | 17,996* | 759 | 1,300 |
| Tons of Crack Sealing Completed | 0 | 10 | 22.5 |
| Miles of Street Sweeping Completed | 4,654 | 7,019 | 8,000 |
| Miles of Weed Control Provided | 183 | 124 | 208 |
| Cubic Yards of Curb, Gutter, Sidewalk and Crosspans Replaced | 83 | 189 | 350 |

*Services provided in 2007 under former contract included asphalt paving of approximately one million dollars.



2009 Goals and Objectives:

| | |
|--|---|
| | <ul style="list-style-type: none"> To provide a well maintained street system in order to ensure safe transportation for the public. <ul style="list-style-type: none"> To provide service and respond as required by the Public Works, Traffic Engineering and Street Department Services agreement. |
| | <ul style="list-style-type: none"> Assist with efforts to implement the 2009 “Adopt A Street Program” and provide resources as needed. |
| | <ul style="list-style-type: none"> Perform a cost/benefit analysis of winter storm materials by third quarter 2009. |
| | <ul style="list-style-type: none"> To clean streets four times in 2009 in order to reduce air and water quality degradation. To reevaluate alternate winter storm materials for environmental consideration by third quarter of 2009 and minimize anti-icing and de-icing material usage to reduce air and water quality degradation. |





Overview: The Transportation and Traffic Division is responsible for transportation planning, traffic engineering and neighborhood traffic safety. Major activities are: coordination with governmental agencies, review of development plans and traffic studies, management of the transportation master plan, traffic sign management, traffic signal operation and maintenance, performing traffic studies, neighborhood traffic management, traffic accident analysis and intersection improvement analysis.

2008 Accomplishments:

| | |
|--|---|
|  City Services | <ul style="list-style-type: none"> • Identified locations for replacement of crosswalks and stop bars located in close proximity to schools. • Performed nighttime retro-reflectivity survey of regulatory (stop, yield and speed limit) signs. • Administered the Neighborhood Traffic Management Program and defined procedures to streamline the process and respond to neighborhood traffic needs. |
|  Community Quality of Life / Citizen Engagement | <ul style="list-style-type: none"> • Developed process for citizens to apply for permits for block parties. • Assisted with the design and application process for the Transportation Master Plan Request for Proposal. |
|  Economic Health | <ul style="list-style-type: none"> • Performed economic analysis of signalized intersection life cycle costs versus the use of roundabouts. |
|  Environment | <ul style="list-style-type: none"> • Initiated traffic studies to identify locations where energy saving improvements are feasible, such as roundabouts and traffic signal timing. |

| Performance Measurements: | 2007 Actual | 2008 Estimated | 2009 Projected |
|---|------------------------|---------------------------|---------------------------|
| Linear Feet of Lane Striping Completed | 1,135,693 | 817,430 | 1,135,693 |
| Pounds of Crosswalks and/or Stop Bars Completed | 19,207 | 14,394 | 20,000 |
| Amount of Signs Installed | 214 | 326 | 500 |



2009 Goals and Objectives:

| | |
|--|---|
| | <ul style="list-style-type: none"> • Provide a safe and efficient transportation system for the public. • Begin the first half of nondestructive pole inspection program. • Begin annual program of school zone upgrades. • Begin annual street sign upgrade program. • Implement annual traffic system upgrade program and update operations and improve mobility throughout the City street network. |
| | <ul style="list-style-type: none"> • 100 percent of special event permit requests reviewed within 14 days. • Coordinate efforts with the Capital Improvement Program to complete Phase I of the Transportation Master Plan by December 2009. |
| | <ul style="list-style-type: none"> • Provide an efficient transportation system that encourages business growth by implementing 2009 approved programs to increase mobility and decrease congestion. • Identify and apply for funding opportunities for transportation related efforts for 2010 projects. |
| | <ul style="list-style-type: none"> • Minimize traffic delays in order to reduce air quality degradation through upgraded traffic signal equipment. • Implement new program to change existing signal heads to Light Emitting Diode (LED) technology to conserve energy. |





Overview: The Right-of-Way Division is responsible for the permitting of all activities within public Rights-of-Way that are subject to City ordinances and coordinating the activities of utility providers that are within public Rights-of-Way. Major activities are processing and collecting fees for street cut, Right-of-Way use, oversized vehicle load and street light permit applications, issuing permits, tracking permit status, monitoring compliance with permit requirements and coordinating utility construction and relocations.

2008 Accomplishments:

| | |
|--|--|
| | <ul style="list-style-type: none"> Implemented the new City Right-of-Way permit program. |
| | <ul style="list-style-type: none"> Decreased traffic disruption through trenchless technologies and enforcement of permit requirements such as construction work hours and traffic control standards. |
| | <ul style="list-style-type: none"> Updated permit processes and standards to streamline and increase efficiency and response to development. Conducted review of permit fees with surrounding municipalities and adjusted rates appropriately within the range of surrounding communities. |
| | <ul style="list-style-type: none"> Coordinated Right-of-Way permit review process with Southeast Metro Stormwater Authority to ensure erosion control inspection was performed for all construction projects within the Right-of-Way. |

| Performance Measurements: | 2007 Actual | 2008 Estimated | 2009 Projected |
|--|------------------------|---------------------------|---------------------------|
| Number of Right-of -Way Permits Issued | 579 | 594 | 600 |
| Number of Probationary Approvals Granted | 556 | 614 | 600 |
| Number of Final Approvals Granted | 509 | 722 | 600 |



2009 Goals and Objectives:

| | |
|--|--|
| | <ul style="list-style-type: none"> • Provide a permitting system that ensures that construction or other activities within the Right-of-Way do not degrade or damage the street infrastructure. |
| <p>City Services</p> | |
| | <ul style="list-style-type: none"> • Serve as an advocate for citizen complaints or issues with utility providers. • Ensure compliance of standards and requirements by all contractors for the safety of citizens and traveling public. |
| <p>Community Quality of Life / Citizen Engagement</p> | |
| | <ul style="list-style-type: none"> • Issue permits and respond to applicants within two business days. |
| <p>Economic Health</p> | |
| | <ul style="list-style-type: none"> • Inspect all permits to ensure that construction activities within the Right-of-Way are in compliance with siltation and erosion control requirements. |
| <p>Environment</p> | |





Overview: The Administration function includes public works and information systems management.

The Public Works Department is responsible for street maintenance services, Right-of-Way permits, traffic and transportation engineering, and information systems division. Overall supervision, direction and communication comes from within the administrative team.

The Information Systems Division is responsible for the customer service call center and the Public Works Geographic Information System (GIS). Major activities are operating the city customer service call center with personnel on a 24 hour basis, tracking the public works customer requests from initial call to completion or resolution, developing and maintaining maps and data related to public works operations and coordinating the public works GIS databases with other city GIS databases.

2008 Accomplishments:

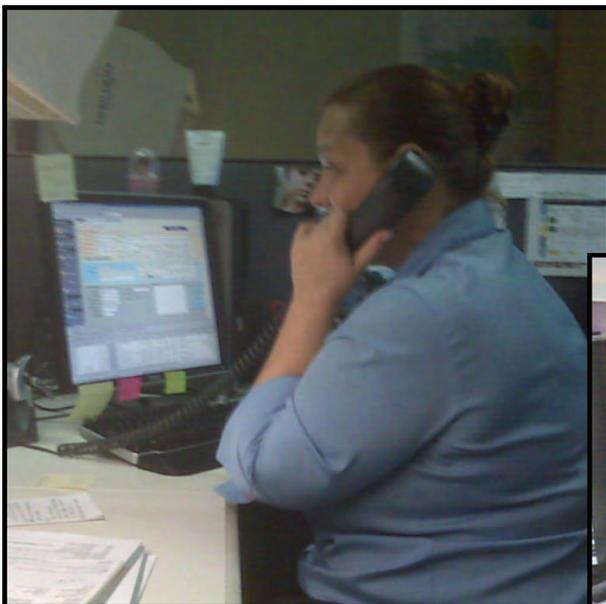
| | |
|---|--|
|  <p>City Services</p> | <ul style="list-style-type: none"> • Implemented the city customer service 24 hour / seven days a week call center on July 1, 2008. • 12,000 customer service calls received by the call center from July to December. • 7,000 public works service requests received from July to December. • Began development of the public works GIS system July 1, 2008. • Enhanced reporting capability through Cartegraph Software System and GIS tracking of snow maintenance operations. |
|  <p>Community Quality of Life / Citizen Engagement</p> | <ul style="list-style-type: none"> • Coordinated winter storm maintenance operations and other emergency operations with the Sheriff's Office and Storm Water Authority. • Coordinated efforts and formed partnerships with Fire Districts. • Transitioned Public Works services from Arapahoe County on July 1, 2008. |
|  <p>Economic Health</p> | <ul style="list-style-type: none"> • Conducted a pavement condition survey in order to develop a long term plan for pavement management. |
|  <p>Environment</p> | <ul style="list-style-type: none"> • Presented measures for traffic management systems to reduce congestion and fossil fuel consumption to Council. |

| Performance Measurements: | 2007 Actual | 2008 Estimated | 2009 Projected |
|---|--------------------|-----------------------|-----------------------|
| Percentage of Customer Calls Answered Within Two Minutes | Unknown | 80% | 80% |
| Percentage of Calls Placed with Answering Service Responded to Within One Day | Unknown | 100% | 100% |



2009 Goals and Objectives:

| | |
|--|--|
| | <p>City Services</p> <ul style="list-style-type: none"> • Develop, document and maintain public works GIS information and work order system so that work performed is documented accurately and consistently. • Provide monthly reporting of activities and compliance of contract requirements. |
| | <p>Community Quality of Life / Citizen Engagement</p> <ul style="list-style-type: none"> • Satisfy customers by providing efficient and timely call center service and provide a first response to citizens by the next business day. |
| | <p>Economic Health</p> <ul style="list-style-type: none"> • Research and identify funding opportunities for Public Works services. |
| | <p>Environment</p> <ul style="list-style-type: none"> • Evaluate energy efficient programs and provide Council with a report of new programs initiated and recommendations for appropriate funding and program development in future years. • Utilize material and methods to meet air quality guidelines as adopted by The Regional Air Quality Council and provide annual report to demonstrate compliance. |

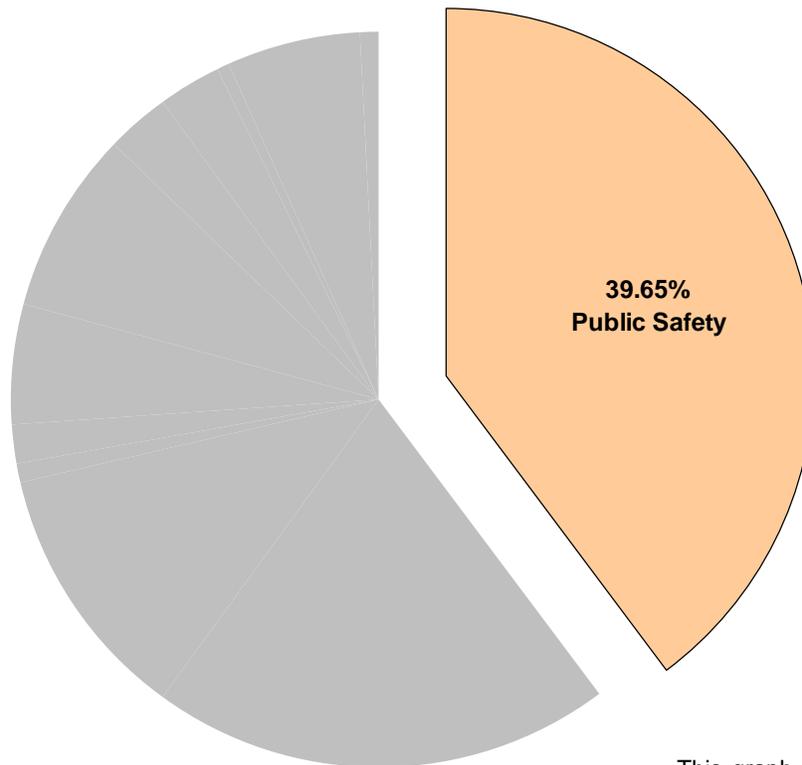




PUBLIC SAFETY

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

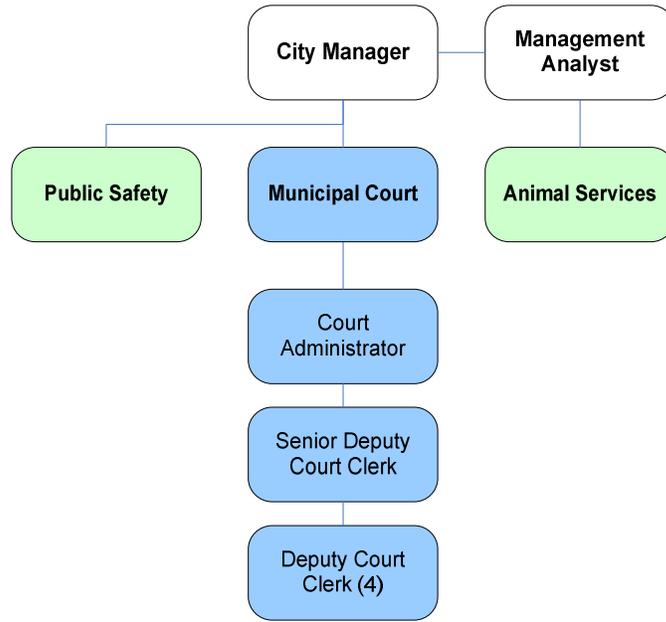
2009 Adopted Expenditures Public Safety



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

Total Adopted Budget by Category

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-------------|
| | | | | | \$ Chg | % Chg |
| Personnel Services | \$ 353,858 | \$ 366,042 | \$ 388,096 | \$ 336,028 | \$ (30,014) | -8.2% |
| Contracted Services | 19,851,840 | 19,848,257 | 19,915,455 | 20,749,486 | 901,229 | 4.5% |
| Other Services & Supplies | 69,625 | 408,353 | 695,858 | 155,809 | (252,544) | -61.8% |
| TOTAL | \$ 20,275,323 | \$ 20,622,652 | \$ 20,999,409 | \$ 21,241,323 | \$ 618,671 | 3.0% |



Personnel Summary

| | 2007 Actual FTE | 2008 Revised FTE | 2009 Adopted FTE | 2008 / 2009 Difference |
|-----------------|--------------------|---------------------|---------------------|---------------------------|
| Municipal Court | 5.00 | 6.00 | 6.00 | - |
| TOTAL | 5.00 | 6.00 | 6.00 | - |



Overview: The Arapahoe County Sheriff's Office provides a full range of law enforcement and public safety services to the citizens of Centennial through a multi-year contract. These services include uniform patrol, traffic safety, criminal investigations, emergency management, community resources, SWAT, bomb squad, and records management. The Arapahoe County Sheriff's Office has been a nationally accredited law enforcement agency since 1988. Also, the law enforcement communications center achieved national accreditation in 2007. The communications center is the first to be nationally accredited in Colorado.

The Arapahoe County Sheriff's Office is committed to fostering Centennial's high quality of life through innovative programs and services. These include a City-wide graffiti clean up program, the patrol impact team, community services specialists, and the neighborhood traffic safety officer program. 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.

2008 Accomplishments:



City Services

- In 2008, the Arapahoe County Sheriff's Office signed a 10-year contract with the City of Centennial to provide public safety services. Under this contract, there are a number of deputies, investigators, and other staff, as well as marked vehicles dedicated to the City.
 - The Arapahoe County Sheriff's office keeps in touch with the citizens of Centennial in several impactful ways:
 - The Web site, is designed as a resource to keep citizens advised of current innovative programs and informed of the latest issues facing the community. The goal is to ensure that citizens are aware of how we may continue to enhance our partnership and meet the diverse challenges associated with providing exceptional public safety services.
 - The *Citizen Notification Advisory* provides the citizens of Centennial with timely information regarding Sheriff's Office activities, criminal bulletins, and public safety information in the community. Citizens may go to the ACSO Web site to subscribe, and the system can send a single message that is automatically translated for e-mail, telephone, fax, TTY, cellular, pager, PDAs, and web pages based on each subscriber's personal preferences.
 - The Crisis Intervention Team (CIT) program is a community effort that brings law enforcement and the mental health professionals together for the common goals of safety, understanding, and service to the mentally ill and their families.

The CIT model has been instrumental in offering:

 - Specially trained officers to respond immediately to crisis calls
 - Ongoing training of CIT officers
 - Establishments of partnerships of police, National Alliance on Mental Illness, mental health providers, and mental health consumers
- As of 2008, the Arapahoe County Sheriff's Office has 46 percent (46%) of its Public Safety Bureau uniformed deputies trained and certified in CIT. CIT deputies are called upon to respond to crisis calls that present them with complex issues relating to mental illness, co-occurring disorders, and developmental disabilities. CIT deputies also perform their regular duty assignment as patrol officers.
- The City of Centennial is currently ranked the safest city in Colorado, as well as one of the safest cities in the country, and the Arapahoe County Sheriff's Office is dedicated to maintaining this priority.



2008 Accomplishments (Cont.):

| | |
|--|--|
| | <ul style="list-style-type: none"> Effective Monday, July 7, 2008, the Arapahoe County Sheriff's Office expanded public business hours to 7:00 a.m. through 6:00 p.m., Monday through Friday. The increase in hours allows the public greater access to the Sheriff's Office during the day. This change was implemented at no additional cost because many Sheriff's Office employees converted shift schedules to a ten-hour work day. |
| <p>City Services</p> | <p>The expanded business hours and modified shift schedules provide enhanced service hours to the public, while supporting the efforts of our citizens and employees to conserve fuel and reduce pollution by limiting vehicle trips. The modified shift schedules also cut employees' commuter trips by one day per week, resulting in a 20 percent (20%) reduction in vehicle trips, per employee per week.</p> |
| | <ul style="list-style-type: none"> On an ongoing basis, the Arapahoe County Sheriff's Office encourages the establishment of Neighborhood Watch programs to promote safety. Neighborhood Watch Packets and deputies are available to talk about community policing, and crime prevention with homeowner's associations and neighborhoods. |
| <p>Community Quality of Life / Citizen Engagement</p> | <p>Another program provided to neighborhoods, in partnership with the Centennial City Council, is called, "<i>Drop It, Lock It, Stop It.</i>" Through this program, a letter is sent to area homes, where it has been observed that the resident has left their garage door open and unattended, and notifies them of the potential for victimization. Open garage doors provide the opportunity for an intruder to gain access to valuable property and possibly the residence. These types of crimes are the most difficult to solve and the easiest to prevent. Not only does this program protect citizens and their property, it also assists with the overall reduction of crime in our community.</p> <p>The creation of Community Action Plans occurs when an issue arises that may be impacting a specific neighborhood. Deputies write up an action plan based on a problem (s) that is occurring in a neighborhood or homeowner's association. They analyze crime statistics and similar calls for service in relation to the problem, determine what actions and resources will be needed to resolve it, and follow through to ensure that it is taken care of.</p> <p>At times, it is also necessary to employ the Arapahoe County Sheriff's Office Impact Team to help remedy a specific issue, such as vandalism or vehicle theft, which is repeatedly occurring in a specific neighborhood or community. The Impact Team consists of a special unit of three deputies and one sergeant, who conduct surveillance to impact, and hopefully arrest the subjects responsible.</p> |
| | <ul style="list-style-type: none"> Assist the City of Centennial in encouraging business growth, the Arapahoe County Sheriff's Office provides several business-friendly public services. |
| <p>Economic Health</p> | <p>The Business Watch program brings businesses together with law enforcement to deter crime and make communities safer. Business Watch members receive timely e-mail advisories, monthly newsletters and are eligible to attend quarterly seminars. They may also request a crime prevention specialist to provide individualized training to employees on topics such as robbery prevention, work place violence, and emergency preparedness.</p> |



2008 Accomplishments (Cont.):

| | |
|--|---|
| | <ul style="list-style-type: none"> • Developed and coordinated department crime prevention information programs with community businesses are an important accomplishment. The Arapahoe County Sheriff's Office: <ul style="list-style-type: none"> – Worked closely with Public Safety Bureau personnel to provide crime prevention material and information as needed – Developed crime prevention seminars for the community and businesses – Conducted security surveys of residential, commercial and industrial businesses – Developed crime prevention displays for the community and businesses – Developed standardized architectural improvements for security design (Crime Prevention through Environmental Design) • The Citizen's Emergency Response Team (CERT) program also teaches citizens how to care for themselves, their families, their home, their neighbors, and business community if a large-scale incident should occur and first responders are not available. The CERT course is taught in the community by a trained team of first responders which includes disaster preparedness, disaster fire suppression, basic disaster medical operations, and light search and rescue operations. <p>CERT members respond after a disaster by:</p> <ul style="list-style-type: none"> – Locating and turning off utilities, if safe to do so – Extinguishing small fires – Treating life-threatening injuries until professional assistance can be obtained – Conducting light search and rescue operations – Helping disaster survivors cope with their emotional stressors |
| | <ul style="list-style-type: none"> • The Environmental Crimes Unit (ECU) of the Arapahoe County Sheriff's Office employs one full-time technician who investigates hazardous material and fire code enforcement actions for the City of Centennial. This position monitors hazardous materials and conducts investigations into violations of law as they pertain to the improper handling, use and storage of chemicals, which can cause a threat to the safety of the community. This includes compiling data on a federal law requiring businesses to report all chemicals on site. Called SARA Title III, this law is intended to provide emergency agencies with adequate information to plan for response and assists in determining necessary safety procedures to be implemented at businesses. The ECU currently tracks more than 36,000 chemicals that exist in businesses. |

| Performance Measurements: | 2005 Actual | 2006 Actual | 2007 Actual | 2008 Estimated | 2009 Projected |
|------------------------------------|--------------------|--------------------|--------------------|-----------------------|-----------------------|
| Non-Emergency Calls For Service | 49,376 | 48,948 | 48,891 | 46,181 | 46,000 |
| Emergency Calls For Service (E911) | 6,327 | 5,690 | 5,422 | 5,090 | 5,000 |
| Part 1 Crimes | 2,544 | 2,116 | 2,079 | 2,246 | 2,246 |
| Adult Arrests | 1,065 | 1,078 | 971 | 1,038 | 1,038 |
| Juvenile Arrests | 309 | 580 | 598 | 496 | 496 |



2009 Goals and Objectives:

| | | |
|--|--|--|
| | <p>City Services</p> | <ul style="list-style-type: none"> • The Arapahoe County Sheriff’s Office will strive to enhance our relationship with other City of Centennial contractor’s, specifically Humane Society of the Pikes Peak Region (HSPPR) for animal control, and CH2M Hill OMI for public works, to provide public safety services. <ul style="list-style-type: none"> – We will establish points of contact with outside contractors, and through regular meetings, pre-plan strategies and resources needed to handle emergency events. • Develop an online reporting system to enable citizens to file cold case and accident reports online. This software is helpful in documenting accidents and collecting reportable data for statistical analysis, state reporting requirements, and providing easier access to services for citizens. <ul style="list-style-type: none"> – To accomplish this goal, the Arapahoe County Sheriff’s office will purchase and implement a software program designed specifically for citizens to complete reports online easily, train Arapahoe County Sheriff’s Office personnel on the system, and communicate it’s abilities to the public, via the Sheriff’s office website and our community resources unit. |
| | <p>Community Quality of Life / Citizen Engagement</p> | <ul style="list-style-type: none"> • To increase traffic safety awareness among the City of Centennial’s youth. <ul style="list-style-type: none"> – For 2009, we plan to increase participation in the “Take it to the Track” program that is held at Bandimere Speedway. This program allows teen drivers to make good driving choices and provides them with a safe, legal and fun environment in which to race vehicles. The Arapahoe County Sheriff’s office is working on a plan to advertise this program, with City of Centennial-logo, and premium cars, which will be handed out to the city’s youth at various events throughout the year. • The Arapahoe County Sheriff’s Office plans to participate in creating a citizen-led commission to develop a long-term plan for police protection. Since the Sheriff’s Office has signed a 10-year contract with the City of Centennial for public safety services, assisting on this commission will help the city remain “one of the safest cities in the country.” <ul style="list-style-type: none"> – We will provide expertise and guidance to the commission as they develop a long-term plan for police protection. This includes being a resource for public safety information, crime statistics, and emergency management. |
| | <p>Economic Health</p> | <ul style="list-style-type: none"> • To assist the City of Centennial in being business friendly, the Arapahoe County Sheriff’s Office plans to work with the city’s new major retail center, The Streets at South-Glenn, to create and maintain a safe shopping environment for all. <ul style="list-style-type: none"> – We will have deputies conduct meetings with all retail tenants, property management, and residents to educate them on security procedures and crime prevention. High-visibility foot patrols will also be used in the retail center to maintain a safe environment. |
| | <p>Environment</p> | <ul style="list-style-type: none"> • The Environmental Crimes Unit of the Arapahoe County Sheriff’s Office will work with business owners to improve SARA Title III compliance. This federal law is intended to require businesses to report all chemicals on site, so that emergency agencies are prepared in the event of a disaster. <ul style="list-style-type: none"> – To accomplish this goal, the Sheriff’s Office will be modifying the existing chemical data-entry program, so that it will be easier for business owners to enter their own chemicals. As well, we will be changing the software to allow emergency service providers to modify the data. We will also educate business owners on the storage and handling of hazardous materials. • The Arapahoe County Sheriff’s office plans on enhancing both our recycling capabilities and those of the community in several different ways in 2009. <ul style="list-style-type: none"> – The implementation of an on-site battery recycling and continuation of a paper recycling program will help the Sheriff’s office to continue to be environmentally responsible. We will also be hosting a 2009 personal document “Shred-a-thon” program to help the community achieve this goal. |



**Public Safety
Budget Summary by Budget Category**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-------------|
| | | | | | \$ Chg | % Chg |
| Personnel Services | \$ - | \$ - | \$ - | \$ - | \$ - | - |
| Contracted Services | 17,945,718 | 17,814,200 | 17,852,500 | 18,384,296 | 570,096 | 3.2% |
| Other Services & Supplies | - | - | - | - | - | - |
| TOTAL | \$ 17,945,718 | \$ 17,814,200 | \$ 17,852,500 | \$ 18,384,296 | \$ 570,096 | 3.2% |



Overview: The City of Centennial contracts for Animal Care and Control Services with Arapahoe County Public Works (January - June 2008), and the Humane Society of the Pikes Peak Region (HSPPR) (July - December 2008). Centennial Animal Services (CAS) is committed to protecting animals' safety and welfare, and enforcing the City's Animal Control laws. Animal Welfare Officers, provide Animal Control for residents of Centennial. Through the Animal Control program, CAS handles cruelty and welfare investigations, apprehends dangerous animals, and impounds strays for their safety, making every effort to reunite the lost pets with owners. CAS manages the City's dog licensing program, as well as animal bite reports. Frequent calls for service include barking dogs, dangerous animals running loose and welfare investigations. Animal Welfare Officers are on call 24 hours a day for emergencies and work closely with the Arapahoe County Sheriff's Department.

2008 Accomplishments:

| | |
|--|---|
| | <ul style="list-style-type: none"> • Focused on citizen safety relating to the Section 7 of the City of Centennial Municipal Code. • Animal control laws were added to the City's Web site. • Worked collaboratively with Arapahoe County Animal Control and Sheriff's Department. |
| | <ul style="list-style-type: none"> • Participated in neighborhood meetings and City events to increase communications and provide access to services. • Provided emergency animal welfare services. |
| | <ul style="list-style-type: none"> • Provided animal services to the City within a reasonable margin of the budgeted amount for 2008. • Actively enforced the dog licensing laws to increase compliance and generate revenue. |
| | <ul style="list-style-type: none"> • Efficient in answering calls and responded to citizen questions by utilizing the Web site and the call center. • Participated in the City's "Green" efforts. |

| Performance Measurements: | 2007 Actual | 2008 Estimated | 2009 Projected |
|--|------------------------|---------------------------|---------------------------|
| Number of Animals Licensed | 2,743 | 3,000 | 3,300 |
| Service Hours | 5,000 | 5,500 | 5,500 |
| Nuisance Complaints Resolved (Barking Dog) | 608 | 670 | 680 |
| Violations Written | 157 | 170 | 170 |



2009 Goals and Objectives:

| | |
|--|--|
| | <ul style="list-style-type: none"> • Increase the compliance with the City's Municipal Code by resolving nuisance complaints more quickly and applying the law to repeat offenders. • Use the best practices established through the National Animal Control Association, and the Colorado Association of Animal Control Officers. |
| <p>City Services</p> | |
| | <ul style="list-style-type: none"> • Continue to participate in District meetings as requested, City community events, and other opportunities to be available to the citizens. • Communicate any changes or critical occurrences through the City's Communication Department and on the Web site. |
| <p>Community Quality of Life / Citizen Engagement</p> | |
| | <ul style="list-style-type: none"> • Keep costs for sheltering and transport services to a minimum while providing exceptional service to the City. • Increase the dog licensing compliance by 10 percent over the expected rate for 2008 which generates revenue. |
| <p>Economic Health</p> | |
| | <ul style="list-style-type: none"> • Increase efficiency in responding to calls from citizens by mapping multiple calls for the most efficient use of time and energy. • Participate in the City's "Green" efforts. |
| <p>Environment</p> | |

**Animal Services
Budget Summary by Budget Category**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---------------------------|-------------------|-------------------|-------------------|-------------------|----------------------|--------------|
| | | | | | \$ Chg | % Chg |
| Personnel Services | \$ - | \$ - | \$ - | \$ - | \$ - | - |
| Contracted Services | 501,424 | 233,157 | 266,337 | 575,390 | 342,233 | 146.8% |
| Other Services & Supplies | - | 288,273 | 600,108 | - | (288,273) | -100.0% |
| TOTAL | \$ 501,424 | \$ 521,430 | \$ 866,445 | \$ 575,390 | \$ 53,960 | 10.3% |



Overview: The Municipal Court strives to administer justice in a fair and impartial manner, as set forth by the Home Rule Charter and Colorado State Law. The Court's function is to preserve the rights of the individual through due process of the law. This is accomplished by making sure that citizens understand their rights and responsibilities and the process by which the Court functions.

2008 Accomplishments:

| | | |
|--|--|---|
| | <p>City Services</p> | <ul style="list-style-type: none"> • Citizen Safety <ul style="list-style-type: none"> – 18,000 cases processed; added court sessions to accommodate volume. – Staff completed CCIC access to search and obtain out-of-state driving records. – Twin-Cities Security staff – municipal court; city council; general security at Centennial Civic Center. – Seat-Belt campaigns – approximately 300 seatbelt violations issued. • Delivery of City Services <ul style="list-style-type: none"> – Ninety-seven percent (97%) closure rate on all cases processed. – Online payment of fines and fees available. • Partnership with other governments <ul style="list-style-type: none"> – Processed cases in conjunction with a number of other agencies (Arapahoe County District Court). |
| | <p>Community Quality of Life / Citizen Engagement</p> | <ul style="list-style-type: none"> • Emergency Services <ul style="list-style-type: none"> – Attended National Emergency Training. |
| | <p>Economic Health</p> | <ul style="list-style-type: none"> • Generation of Revenues <ul style="list-style-type: none"> – Generated approximately \$2 million in fines and fees. • Control Spending <ul style="list-style-type: none"> – Maintained a high level of service with minimal staff; 3,600 cases per clerk. |
| | <p>Environment</p> | <ul style="list-style-type: none"> • Green City <ul style="list-style-type: none"> – Online payment of fines and fees reducing paper and travel needed. |

| Performance Measurements: | 2007 Actual | 2008 Estimated | 2009 Projected |
|--|--------------------|-----------------------|-----------------------|
| Percentage of Plea Bargains Mailed into the Court | 79% | 78% | 78% |
| Percent of Cases Closed/Resolved | 97.9% | 97.9% | 97.9% |
| Percentage of Cases Open/Not Resolved | 4.69% | 4.7% | 4.7% |
| Number of Defendants Attending Court Ordered Education Classes | 379 | 380 | 400 |
| Number of Cases per Court Clerk | 3,567 | 3,600 | 3,500 |



2009 Goals and Objectives:

| | |
|--|--|
|  <p>City Services</p> | <ul style="list-style-type: none"> • Provide access to services to all citizens. <ul style="list-style-type: none"> – Increase awareness of options for paying fines and fees by putting information on the Web site by March 2009. – Maintain a minimum plea bargain mail in payment rate of seventy-five percent (75%). |
|  <p>Community Quality of Life / Citizen Engagement</p> | <ul style="list-style-type: none"> • Process and adjudicate all filings in a timely and efficient manner regardless of the violations involved. • Provide educational opportunities for citizens by increasing published materials and making them available by April 2009. • Maintain an effective case load per clerk. |
|  <p>Economic Health</p> | <ul style="list-style-type: none"> • Provide efficient and effective service to the community. <ul style="list-style-type: none"> – Maintain a case closure rate of at least ninety-five percent (95%). – Track and ensure the timely payment of court fines and costs. – Increase compliance by reducing the number of violators that fail to appear at court. |
|  <p>Environment</p> | <ul style="list-style-type: none"> • Recycle within the Court. • Provide online payments for fines and fees no later than March 2009. |

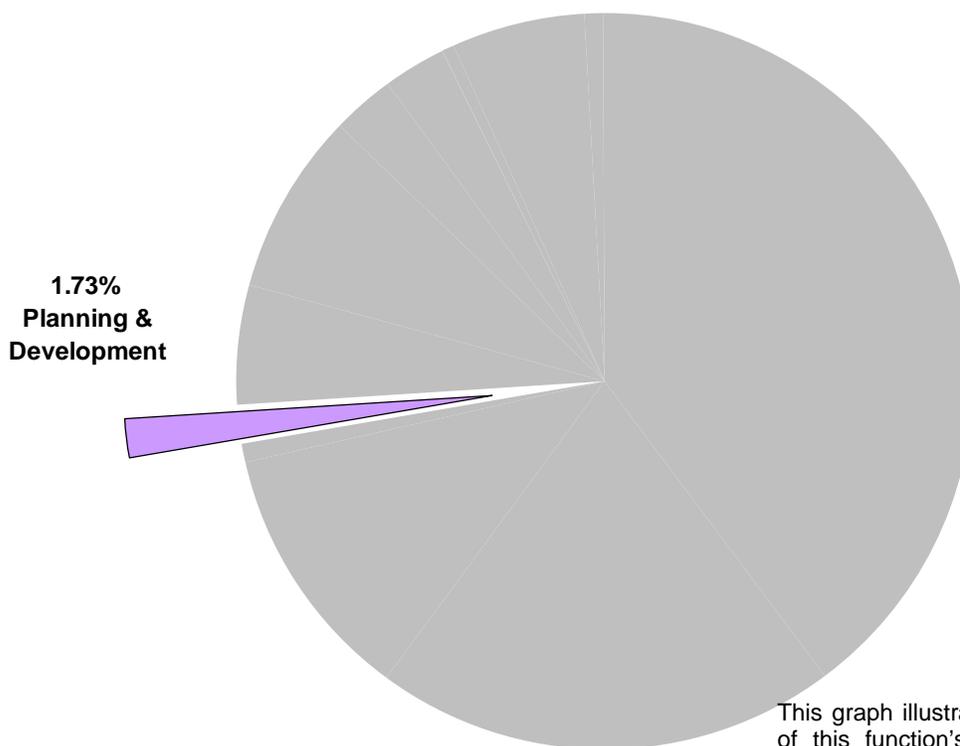
**Municipal Court
Budget Summary by Budget Category**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---------------------------|---------------------|---------------------|---------------------|---------------------|----------------------|--------------|
| | | | | | \$ Chg | % Chg |
| Personnel Services | \$ 353,858 | \$ 366,042 | \$ 388,096 | \$ 336,028 | \$ (30,014) | -8.2% |
| Contracted Services | 1,404,698 | 1,800,900 | 1,796,618 | 1,789,800 | (11,100) | -0.6% |
| Other Services & Supplies | 69,625 | 120,080 | 95,750 | 155,809 | 35,729 | 29.8% |
| TOTAL | \$ 1,828,181 | \$ 2,287,022 | \$ 2,280,464 | \$ 2,281,637 | \$ (5,385) | -0.2% |



The Planning and Development function of the City of Centennial represents the Administration of Planning and Development, Code Enforcement and the Land Use Fund (Current Planning, Engineering, Long Range Planning, Building, Contractor Licensing). The accomplishments and goals of these disciplines are reflected throughout the Our Voice. Our Vision. Centennial 2030 strategies as the Department strives to address the community values of, City Services, Citizen Engagement / Community Quality of Life, Economic Health, and Environment.

2009 Adopted Expenditures Planning & Development



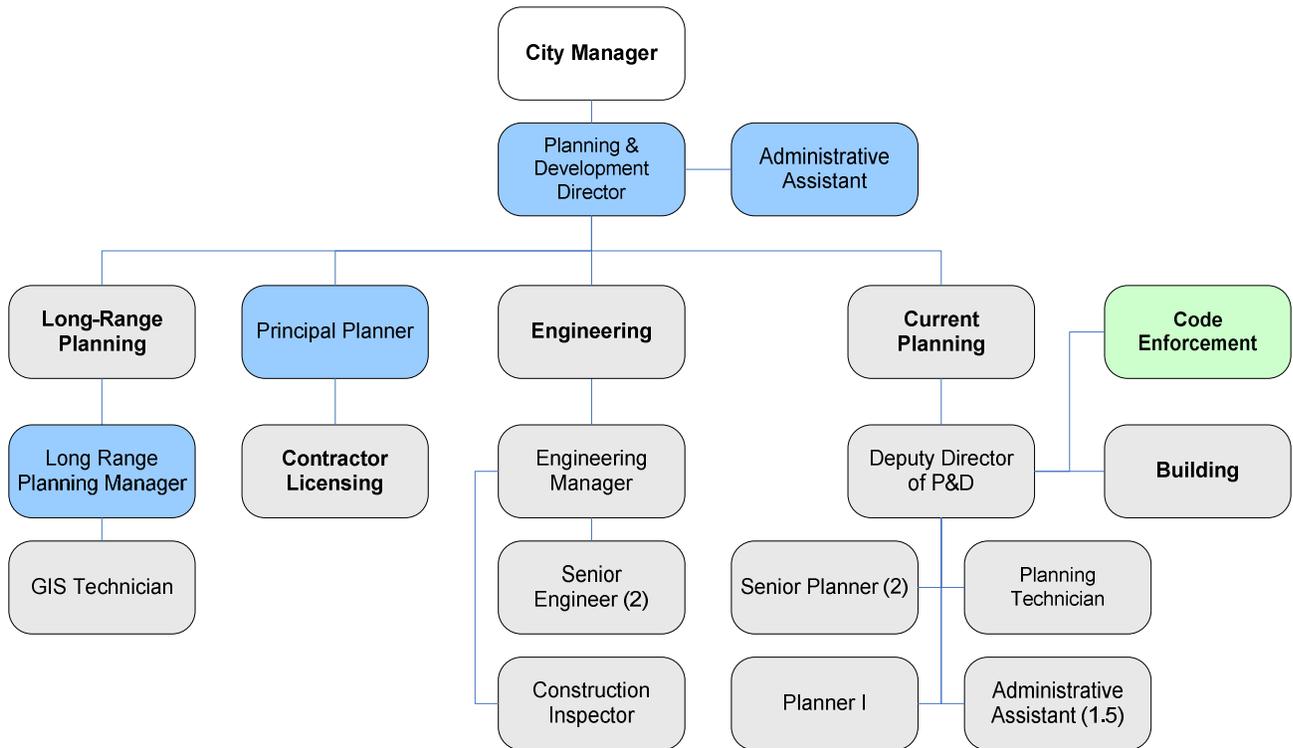
This graph illustrates the percentage of this function's expenditures (not including transfers) to the operating budget of all fund types.

Total Adopted Budget by Category

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|----------------------|---------------|
| | | | | | \$ Chg | % Chg |
| Personnel Services | \$ 298,477 | \$ 630,443 | \$ 546,012 | \$ 445,850 | \$ (184,593) | -29.3% |
| Contracted Services | 74,156 | 396,108 | 536,738 | 441,617 | 45,509 | 11.5% |
| Other Services & Supplies | 53,013 | 95,500 | 63,675 | 37,000 | (58,500) | -61.3% |
| Capital Outlay | 38,519 | - | - | - | - | - |
| Total Before Transfers | \$ 464,165 | \$ 1,122,051 | \$ 1,146,425 | \$ 924,467 | \$ (197,584) | -17.6% |
| Transfers to Land Use Fund | 1,129,494 | 354,248 | 418,202 | 459,829 | 105,581 | 29.8% |
| TOTAL | \$ 1,593,659 | \$ 1,476,299 | \$ 1,564,627 | \$ 1,384,296 | \$ (92,003) | -6.2% |



PLANNING & DEVELOPMENT



Personnel Summary

| | 2007 Actual FTE | 2008 Revised FTE | 2009 Adopted FTE | 2008 / 2009 Difference |
|------------------------|--------------------|---------------------|---------------------|---------------------------|
| Planning & Development | 5.00 | 5.00 | 4.00 | (1.00) |
| Code Enforcement** | 2.00 | - | - | - |
| TOTAL | 7.00 | 5.00 | 4.00 | (1.00) |

**Indicates positions within a hybrid program for 2007 only (services provided by in-house and contract staff).



Overview: The Planning and Development Department is responsible for managing the physical growth and development of the community to preserve quality of life, enhance property values and protect public safety by overseeing long range planning, current planning, development engineering, building, code enforcement, contractor licensing and transit shelters/bus benches. The Director's Office manages these duties by overseeing six (6) 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 and Engineering standards by reviewing development applications; issuing fence, sign and engineering permits; and reviewing, permitting and inspecting physical 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 City's Use Tax ordinance and collections related to land development, fence and sign permits, building permits and engineering permits.
- 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.

2008 Accomplishments:



City Services

- Successfully transitioned Land Use Services from an outsourced to an in-house model, while providing enhanced services, increasing revenues to the City and decreasing expenditures.
- Successfully negotiated a new Building Services agreement with SAFEBuilt, adding value added services not previously provided and increasing revenues to the City.
- Ensured accountability of all services (contracted and in-house) provided by Department by tracking performance measures on a monthly basis.
- Completed first year of enforcement of temporary signs within Rights-of-Way, resulting in higher compliance by local businesses of the City's prohibition of signs in public streets.
- Developed the first edition of the Neighborhood Resource Guide to assist citizens, customers and businesses in learning more about the City's operations and services.



2008 Accomplishments (Cont.):

| | | |
|--|--|---|
| | <p>Community Quality of Life / Citizen Engagement</p> | <ul style="list-style-type: none"> Improved connectivity by funding construction and study of new trail sections, including construction of a trail connection along Piney Creek corridor, striping of bike lanes along Easter Avenue and studying a new trail corridor in west Centennial (“the Link”). Implemented customer service guidelines and training program for employees and contractors to produce first-class service. |
| | <p>Economic Health</p> | <ul style="list-style-type: none"> Completed fee analysis to ensure fees covered cost to reduce the Land Use Fund's reliance on General Fund. Successfully completed Code Enforcement Request for Proposals (RFP). Played a lead role on City's team to attract a destination retailer to the City. Conducted survey of local real estate professionals to better understand the strengths and weaknesses of Centennial's vibrant neighborhoods. |
| | <p>Environment</p> | <ul style="list-style-type: none"> Approved Peakview Heights Master Development Plan to provide urban, mixed use development within close proximity to the Arapahoe Light Rail Station. As part of the Peakview Heights development, attracted Aardex to Centennial to design the first Platinum LEED certified high rise in the Denver Metropolitan area, the State of Colorado and the Western United States. Completed a Safe Routes to School grant, increasing safe and accessible pedestrian routes between homes and schools in the western part of Centennial. |

| Performance Measurements: | 2007 Actual | 2008 Estimated | 2009 Projected |
|--|--------------------|-----------------------|-----------------------|
| Land Use Fund Annual Expenses | \$4,191,145 | \$2,861,802 | \$2,789,874 |
| Land Use Fund Annual Revenue (Excluding Use Tax Transfer) | \$3,061,651 | \$2,294,852 | \$2,369,500 |
| Percent of LUF Budget Covered by Revenue | 73% | 80% | 85% |
| Number of City Employees in Department | 1 | 4 | 4 |
| City Employee Turnover Rate | 0% | 0% | 0% |
| Number of City Employees Participating in Training | 1 | 4 | 4 |
| Number of Customer Surveys | 0 | 3 | 4 |
| Number of Presentations to City Council | 15 | 30 | 32 |
| Number of CenCON Meetings | 4 | 4 | 4 |
| Number of Public Education/Community Workshops | 5 | 6 | 6 |
| Number of District/HOA Meetings Attended | 3 | 8 | 10 |
| Production of P&D Annual Report | 0 | Yes | Yes |
| Number of Neighborhood Resource Guides Distributed | 0 | 400 | 800 |
| Number of Presentations by School District to City Council | 0 | 0 | 1 |
| Number of Presentations by Park and Recreation Districts to City Council | 0 | 1 | 1 |
| Number of Customer Service Training Workshops | 0 | 0 | 1 |
| Number of Miles of Trails Constructed | 0 | 0.23 | 3 |
| Number of Open Space Acres Acquired | 0 | 11 | 0 |
| Number of Parks Improved | 0 | 1 | 3 |



2009 Goals and Objectives:



City Services

- Ensure delivery of Code Enforcement and Land Use Services is efficient and effective.
 - Reduce transfers from the General Fund to Land Use Fund by controlling expenditures and maintaining adequate revenue.
 - Maintain a low employee turnover rate of less than twenty-five percent (25%).
 - Provide training to staff to advance professional skills and knowledge to improve delivery of services.
 - Implement customer service survey program (minimum of one type/division).
- Develop the City's Land Development Code (LDC) Re-write to ensure it implements local plans.
 - Ensure the LDC Re-write addresses issues of concern as identified in *Our Voice. Our Vision. Centennial 2030* to make Centennial a well-planned and sustainable community, as well as implements goals and policies in the Comprehensive Plan.
- Improve access and understanding of City services to assist citizens, neighborhoods, applicants and businesses in learning more about the City and the Department's organization and services.
 - Update, enhance and create communication tools and resources.
 - Participate in the National Planning Month (October).
- Maintain and strengthen City's partnerships with other governmental agencies in a way that will enhance Centennial's influence on issues that are of interest and will impact our community.
 - Establish regular communication with school and park and recreation districts.
 - Remain active in DRCOG functions, population estimates and workshops.



Community Quality of Life / Citizen Engagement

- Support neighborhoods by providing residents with relevant and useful information about the City's operations and services.
 - Attend City Council District meetings, as requested.
 - Attend at least two HOA/CenCON meetings.
- Improve delivery of customer service by employees and contractors.
 - Conduct at least one customer service workshop.
 - Implement a customer service survey program.
- Enhance recreational opportunities for residents by preserving open space, adding trails, improving parkland and updating recreational facilities.
 - Partner with other agencies to acquire open space, construct trails, update park amenities and enhance recreational opportunities consistent with the goals and needs identified in the Parks, Open Space, Trails and Recreation Master Plan.



Economic Health

- Ensure delivery of services meets expectations and is within budget.
 - Conduct monthly review of each division's performance and expenditures.
- Pursue strategic annexations for business development, population and reduce enclaves to improve efficiency of the delivery of City services.
 - Complete at least one annexation.
- Improve environment for businesses to prosper in Centennial.
 - Conduct at least one focus group with developers to seek input on new Land Development Code.
 - Research how surrounding communities deliver services similar to those provided by this Department and identify best practices that have improved the business environment.
- Streamline processes to make practices as efficient and responsive as possible.
 - Review procedures in each division and implement improvements where possible.
- Facilitate neighborhood meetings to maintain communication with residents.
 - Facilitate neighborhood meetings to afford residents opportunity to learn and express concerns about new development early in development process.



2009 Goals and Objectives (Cont.):



Environment

- Reduce need for customers and citizens to travel to the Centennial Civic Center to obtain public information about services provided by the Department.
 - Ensure applications, handouts, fees and relevant information about active land use applications, building permits, code violations and construction projects are available on the City's Web site.
 - Provide customers access to building permits and development applications from the City Web site.
- Ensure sustainable land use practices are incorporated into the new Land Development Code.
 - Identify appropriate best practices in land development and design that promote energy conservation, alternative energy, water conservation, and mobility.

Streets at SouthGlenn



IKEA



**Planning & Development
Budget Summary by Budget Category**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|-------------------------------|---------------------|---------------------|---------------------|-------------------|----------------------|---------------|
| | | | | | \$ Chg | % Chg |
| Personnel Services | \$ 218,230 | \$ 494,420 | \$ 538,794 | \$ 445,850 | \$ (48,570) | -9.8% |
| Contracted Services | 4,179 | 140,000 | 120,000 | - | (140,000) | -100.0% |
| Other Services & Supplies | 34,722 | 42,000 | 42,000 | 7,000 | (35,000) | -83.3% |
| Total Before Transfers | \$ 257,131 | \$ 676,420 | \$ 700,794 | \$ 452,850 | \$ (223,570) | -33.1% |
| Transfers to Land Use Fund | 1,129,494 | 354,248 | 418,202 | 459,829 | 105,581 | 29.8% |
| TOTAL | \$ 1,386,625 | \$ 1,030,668 | \$ 1,118,996 | \$ 912,679 | \$ (117,989) | -11.4% |



Overview: The Code Enforcement Division promotes a desirable living and working environment through the enforcement of codes to protect property values and quality of life. Staff seeks to resolve violations first by educating individuals on local nuisance regulations and working to identify solutions that can result in voluntary compliance. In the absence of cooperation, Code Enforcement pursues other remedies to achieve compliance. The majority of violations in Centennial are associated with RVs and trailers, weeds, junk, inoperable vehicles, Right-of-Way obstruction, signs and temporary signs within Rights-of-Way. In a proactive manner, the Code Enforcement 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.

2008 Accomplishments:

| | |
|---|---|
|  <p>City Services</p> | <ul style="list-style-type: none"> Consistently met or exceeded identified performance measures as documented in monthly activity reports to ensure accountability in the delivery of a contracted service. Implemented Neighborhood Services Program in April to proactively identify health, safety and quality of life issues such as missing, faded or obstructed signage, potholes, deteriorated or obstructed sidewalks, signal outages and graffiti. Assisted with streamlining processes and efficiencies through implementation of Carte-Graph software, rewrite of the Land Development Code and revisions to the ICMA performance measures. |
|  <p>Community Quality of Life / Citizen Engagement</p> | <ul style="list-style-type: none"> Attended numerous HOA and neighborhood meetings to explain the City's Code Enforcement Division, pertinent regulations, how to place a complaint, the investigative process and procedures for resolution, all to maintain safe and attractive residential neighborhoods. Updated and enhanced code enforcement information on the City's Web site to provide citizens and businesses pertinent information in hopes to prevent travel to the Centennial Civic Center. Implemented Right-of-Way sign ordinance and policy removing more than 2,600 signs and reducing repeat offenses by local businesses. Implemented new weed ordinance allowing for a more timely removal of unsightly weeds. |
|  <p>Economic Health</p> | <ul style="list-style-type: none"> Maintained street appeal of commercial centers by strictly enforcing ban on temporary signs and banners, reducing visual clutter along major roadways. |
|  <p>Environment</p> | <ul style="list-style-type: none"> Re-route inspections and meetings more efficiently to help reduce fuel consumption and air pollution. Recycle certain types of Right-of-Way signs (aluminum, metal and plastic), as opposed to placing them in the trash containers. |



| Performance Measurements: | 2007 Actual | 2008 Estimated | 2009 Projected |
|---|------------------------|---------------------------|---------------------------|
| Number of Presentations to City Council | 1 | 11 | 12 |
| Number of CenCON Meetings | 0 | 1 | 2 |
| Number of District/HOA Meetings | 2 | 6 | 6 |
| Number of complaints (New Cases) | 1,347 | 1,700 | 1,800 |
| Percent of complaints responded to within 48 business hours | 85 | 99 | 99 |
| Number of violations (proactive and reactive) | 1,500 | 1,700 | 1,700 |
| Number of unfounded complaints* | 204 | 200 | 300 |
| Number of inspections | 2,904 | 3,000 | 3,000 |
| Number of Active Cases/Prior Month | 2,352 | 200 | 200 |
| Number of Active Cases/Current Month | 3,699 | 2,180 | 2,180 |
| Average number of days to investigate complaint | 4 | 2 | 2 |
| Compliance rate | 100 | 100 | 100 |
| Number of court cases | 0 | 0 | 0 |
| Number of abatements | 0 | 0 | 0 |
| Average number of days for compliance | 11 | 7 | 7 |
| Number of dropped court cases | 0 | 0 | 0 |
| Number of dismissed court cases | 0 | 0 | 0 |
| Number of phone calls | 3,109 | 3,400 | 3,000 |
| Number of temp signs in ROW pulled | 1,100 | 1,800 | 1,800 |

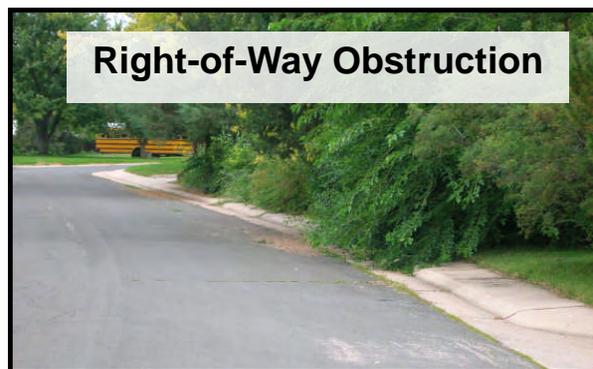
2009 Goals and Objectives:

| | | |
|--|--|--|
| | <p>City Services</p> | <ul style="list-style-type: none"> • Provide training, continuing education and certification to staff to advance professional skills and knowledge to enhance delivery and quality of services. • Maintain high level of productivity by keeping response times short, performing inspections/investigations in a timely manner, minimizing abatements and court cases and reducing number of temporary signs placed in the right-of-way by repeat offenders. • Participate in the City's Land Development Code Re-write to ensure regulations are enforceable and address most frequent code violations. • Enhance handouts and add to frequently asked questions posted on the City's Web site to improve understanding and access to City operations and services. • Coordinate and improve Call Center procedures to appropriately handle code enforcement concerns in order to reduce the number of unfounded complaints. |
| | <p>Community Quality of Life / Citizen Engagement</p> | <ul style="list-style-type: none"> • Support neighborhoods by providing residents with relevant and useful information about the Code Enforcement services, attending CenCON/HOA meetings and District meetings, as requested. • Participate in at least one City facilitated customer service workshop. |



2009 Goals and Objectives (Cont.):

| | |
|--|--|
| | <ul style="list-style-type: none"> • Ensure expenditures are within budget on a month-to-month basis. • Maintain attractive streetscapes along commercial centers by enforcing prohibition on temporary signs and banners. • Recommend at least one process or policy to improve efficiency and responsiveness. |
| | <ul style="list-style-type: none"> • Update and enhance code enforcement information provided on the City's Web site, to help customers and citizens obtain public information from home rather than traveling to the Centennial Civic Center. |



**Code & Zoning Enforcement
Budget Summary by Budget Category**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---------------------------|-------------------|-------------------|-------------------|-------------------|----------------------|-------------|
| | | | | | \$ Chg | % Chg |
| Personnel Services | \$ 80,247 | \$ 136,023 | \$ 7,218 | \$ - | \$ (136,023) | -100.0% |
| Contracted Services | 69,977 | 256,108 | 416,738 | 441,617 | 185,509 | 72.4% |
| Other Services & Supplies | 18,291 | 53,500 | 21,675 | 30,000 | (23,500) | -43.9% |
| Capital Outlay | 38,519 | - | - | - | - | - |
| TOTAL | \$ 207,034 | \$ 445,631 | \$ 445,631 | \$ 471,617 | \$ 25,986 | 5.8% |



LAND USE
FUND

accountable

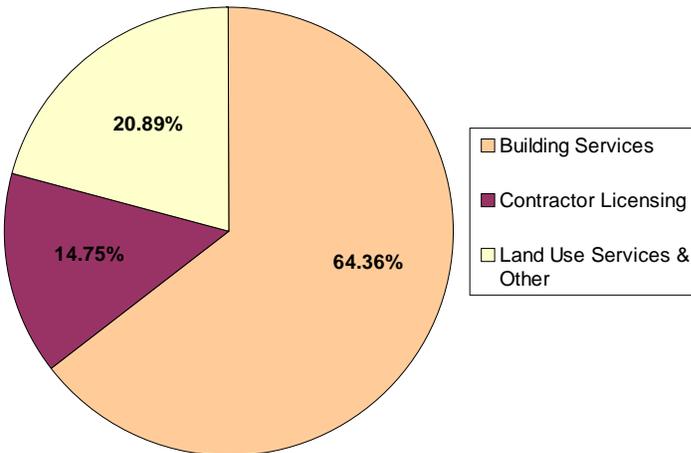




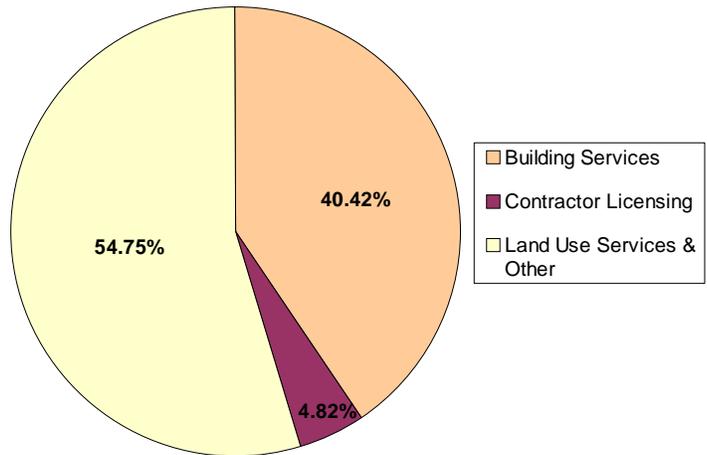
LAND USE

Land Use Services works to enforce the City's regulations and implement the City's vision in order to maintain and enhance the community's quality of life. It is comprised of five divisions that 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.

2009 Adopted Revenues

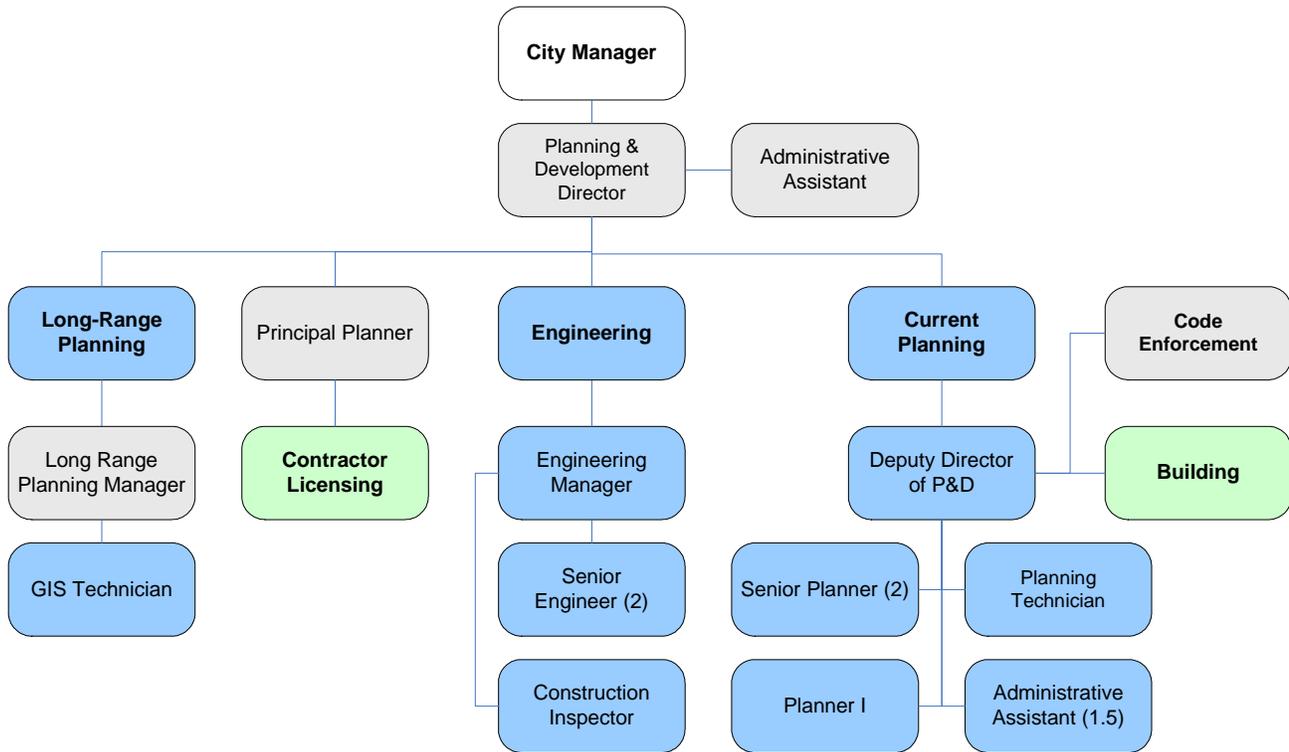


2009 Adopted Expenditures



Total Adopted Budget by Category

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---------------------------|---------------------|---------------------|---------------------|---------------------|----------------------|-------------|
| | | | | | \$ Chg | % Chg |
| Personnel Services | \$ 74,107 | \$ 826,944 | \$ 790,761 | \$ 940,839 | \$ 113,895 | 13.8% |
| Contracted Services | 3,855,250 | 1,624,009 | 1,876,941 | 1,760,150 | 136,141 | 8.4% |
| Other Services & Supplies | 100,567 | 133,147 | 194,100 | 128,340 | (4,807) | -3.6% |
| TOTAL | \$ 4,029,924 | \$ 2,584,100 | \$ 2,861,802 | \$ 2,829,329 | \$ 245,229 | 9.5% |



Personnel Summary

| | 2007 Actual FTE | 2008 Budgeted FTE | 2009 Adopted FTE | 2008 / 2009 Difference |
|---------------------|--------------------|----------------------|---------------------|---------------------------|
| Current Planning | 4.00 | 6.50 | 6.50 | - |
| Engineering | 1.00 | 4.00 | 4.00 | - |
| Long Range Planning | - | 1.00 | 1.00 | - |
| TOTAL | 5.00 | 11.50 | 11.50 | - |



Overview: The Current Planning Division is responsible for development review, zoning information, building permit planning review, variance applications and sign and fence permit issuance. In addition, Current Planning also supports the Planning and Zoning Commission, as well as the Board of Adjustment.

2008 Accomplishments:

| | |
|--|---|
|  <p>City Services</p> | <ul style="list-style-type: none"> Consistently met or exceeded identified performance measures as documented in monthly activity reports to ensure accountability in the delivery of City services. Successfully initiated a Land Development Code (LDC) Re-write to provide land development regulations that promote the City's visions and goals. Conducted Systems Analysis to identify strengths and weaknesses of the development review operations and establish an action plan for improvement. Developed citizen resource documents to assist citizens, customers and businesses in learning more about the City's planning and zoning processes. Consistently met four week review time on development applications, making more predictable the development review process for all applicants. |
|  <p>Community Quality of Life / Citizen Engagement</p> | <ul style="list-style-type: none"> Hosted a Planning Workshop in coordination with CenCON in April to educate citizens and HOAs on how to review site plans. Conducted joint workshop with City Council, Planning and Zoning Commission, Board of Adjustment and Land Use Committee to explore various codes, solicit preferences and identify project objectives. Facilitated numerous neighborhood meetings to afford residents with opportunities to learn about new development early in the development process. Conducted a user survey of the Land Development Code (LDC) Re-write to identify issues with current regulations. |
|  <p>Economic Health</p> | <ul style="list-style-type: none"> Streamlined review times by coordinating with the Building Division on commercial and residential plan reviews, providing more efficient and responsive service. |
|  <p>Environment</p> | <ul style="list-style-type: none"> Identified sustainability and environmental protection as project objectives in the Land Development Code (LDC) project scoping. Initiated electronic distribution of packets to the Board of Adjustment (BOA). Updated and enhanced several guides/checklists and posted all on the City's Web site to provide citizens and customers with greater access to City services. |

| Performance Measurements: | 2007 Actual | 2008 Estimated | 2009 Projected |
|--|--------------------|-----------------------|-----------------------|
| Number of LDC Amendments Processed | 3 | 2 | 2 |
| Percent of Prepared Amendments Adopted | 100% | 100% | 100% |
| Number of Contiguous Acres Annexed | 49.2 | 35.0 | Unknown |
| Average Number of Days to Process Annexation | 63 | 35 | Unknown |
| Number of Fence Permits Received | 150 | 125 | 110 |
| Number of Fence Permits Issued | 150 | 125 | 110 |
| Average Number of Days to Complete Fence Permits | 5 | 3 | 3 |



| Performance Measurements (Cont.): | 2007 Actual | 2008 Estimated | 2009 Projected |
|--|------------------------|---------------------------|---------------------------|
| Number of Sign Permits | 126 | 115 | 100 |
| Number of Sign Permits Issued | 122 | 115 | 100 |
| Average Number of Days to Complete Sign Permits | 7 | 3 | 3 |
| Number of Variance Applications Received | 22 | 13 | 12 |
| Number of Variances Heard by Board of Adjustment (BOA) | 22 | 13 | 12 |
| Percent of Variances Approved by BOA | 86% | 85% | 83% |
| Number of P&Z Commission Meetings Facilitated | 21 | 22 | 22 |
| Number of Applications Presented to P&Z Commission | 40 | 43 | 49 |
| Number of Applications Presented to City Council | 47 | 36 | 42 |

2009 Goals and Objectives:

| | |
|--|--|
| | <ul style="list-style-type: none"> • Provide training to staff to advance professional skills and knowledge to improve delivery of service. • Maintain high level of productivity by meeting development review times performance measures. • Implement customer service surveys (minimum of one type). • Manage the City's Land Development Code (LDC) Re-write project to implement local plans. • Increase transparency by incorporating multiple opportunities for citizen participation in the LDC Re-write. |
| | <ul style="list-style-type: none"> • Support neighborhoods by providing residents with relevant and useful information about Current Planning services by attending at least two HOA/CenCON meetings and City Council District meetings, as requested. • Participate in at least one City facilitated customer service workshop. • Schedule at least two CenCON training workshops. |
| | <ul style="list-style-type: none"> • Ensure expenditures are within budget on a month-to-month basis. • Provide strong project management for annexations. • Recommend at least one process or policy to improve efficiency and responsiveness. |
| | <ul style="list-style-type: none"> • Update and enhance planning and zoning information (applications, handouts, fees and relevant information) and the interactive land use application map provided on the City's Web site, such that customers and citizens can obtain public information from home rather than travel to the Centennial Civic Center. • Identify appropriate sustainable land use practices for the Land Development Code in land development and design that promote energy conservation, alternative energy, water conservation, mobility and the natural environment. |



Overview: The Engineering Division is responsible for coordinating development review of land use applications with the Current Planning Division, the review and approval of site civil construction documents, and providing general municipal civil engineering services to the City. The Engineering Division oversees and issues Right-of-Way permits associated with land use case applications and inspects construction of 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.

2008 Accomplishments:

| | | |
|--|--|--|
| | <p>City Services</p> | <ul style="list-style-type: none"> • Consistently met or exceeded identified performance measures as documented in monthly activity reports to ensure accountability in the delivery of City services. • Consistently met four week review time on development applications, making more predictable the development review process for all applicants. • Created procedures manual outlining the engineering practices and procedures to improve efficiency and effectiveness. • Improved construction inspection services by performing proactive oversight of public improvements, resulting in better final products and reducing future City costs for maintenance and repair. • Played an active role in the Public Works Transition to ensure coordination between departments and provided assistance to CH2M Hill OMI when needed. • Active role in CIP Committee to create five (5) year CIP plan. |
| | <p>Community Quality of Life / Citizen Engagement</p> | <ul style="list-style-type: none"> • Provided information to citizens at a City Council District I meeting to illustrate street and pedestrian improvements in response to a concern expressed at an earlier meeting. |
| | <p>Economic Health</p> | <ul style="list-style-type: none"> • Provided leadership on the Centennial Promenade project to attract a destination retailer to the City to strengthen and stabilize retail sales tax. • Streamlined site-civil review times, providing more efficient and responsive service. |
| | <p>Environment</p> | <ul style="list-style-type: none"> • Completed design of the Tagawa access road in a manner that protected the Cherry Creek floodplain. • Updated and enhanced several guides/checklists and posted all on the City's Web site to provide citizens and customers with greater access to City services. • Initiated first Safe Roads to School project improving pedestrian safety through education of five (5) different schools. |

| Performance Measurements: | 2007 Actual | 2008 Estimated | 2009 Projected |
|--|--------------------|-----------------------|-----------------------|
| Number of Right-of-Way (ROW) Permits Issued | 17 | 45 | 55 |
| Average Number of Days to Issue ROW Permit | 1 | 1 | 3 |
| Number of Construction Drawings (CDs) Received | 24 | 35 | 38 |



2009 Goals and Objectives:

| | | |
|--|--|---|
| | <p>City Services</p> | <ul style="list-style-type: none"> • Provide training to staff to advance professional skills and knowledge to improve delivery of service. • Maintain high level of productivity by meeting development review performance measures. • Implement customer service surveys (minimum of one type). • Maintain and strengthen City's partnerships with other governmental agencies in a way that will enhance Centennial's influence on issues that are of interest and will impact our community – CDOT, DRCOG, RTD and so on. |
| | <p>Community Quality of Life / Citizen Engagement</p> | <ul style="list-style-type: none"> • Support neighborhoods by providing residents with relevant and useful information about Engineering services by attending at least two HOA/CenCON meetings and City Council District meetings, as requested. • Participate in at least one City facilitated customer service workshop. |
| | <p>Economic Health</p> | <ul style="list-style-type: none"> • Ensure expenditures are within budget on a month-to-month basis. • Provide strong project management for annexations. • Recommend at least one process or policy to improve efficiency and responsiveness. |
| | <p>Environment</p> | <ul style="list-style-type: none"> • Update and enhance engineering information (applications, handouts, fees and relevant information) provided on the City's Web site, such that customers and citizens can obtain public information from home rather than travel to the Centennial Civic Center. • Identify appropriate sustainable land use practices for the Land Development Code (LDC) in land development and design that promote energy conservation, alternative energy, water conservation, mobility and the natural environment. • Update engineering standards to include more predictable processes and promote environmental friendly design and construction. |





Overview: The Long Range Planning Division is responsible for maintaining, updating and implementing the City's Comprehensive Plan. This is done through the adoption of corridor plans, sub-area plans and other special projects. In addition, this Division is responsible for demographic information and maintaining the City's Geographic Information System (GIS).

2008 Accomplishments:

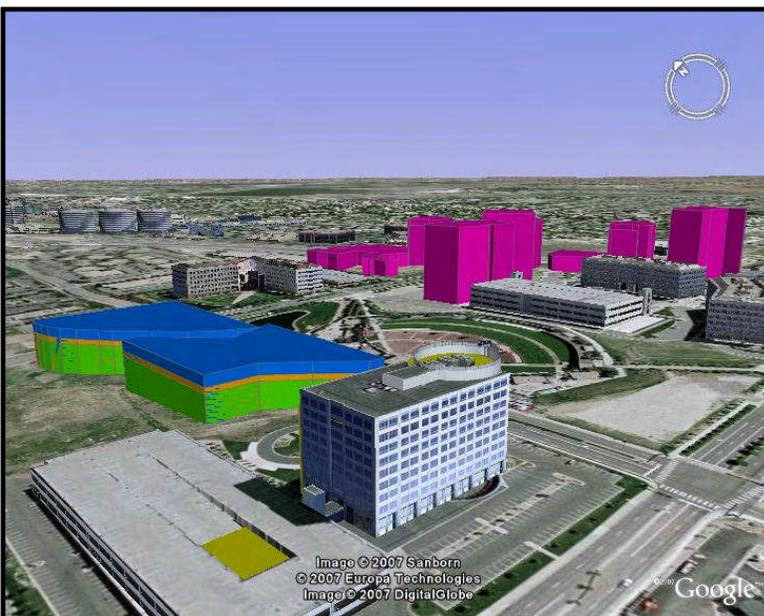
| | |
|--|--|
|  <p>City Services</p> | <ul style="list-style-type: none"> Substantially completed the Southglenn Sub-Area Plan. Successfully completed the Central Centennial Boundary Plan, completing the City's first sub-area plan after a year delay. Played a lead role in the creation of the Open Space Advisory Board to make more efficient and effective the City's Open Space Capital Improvement Program (CIP). Updated the City map to reflect current boundaries. Organized and centralized the City's GIS data to enable an efficient and consistent level of high quality GIS services. |
|  <p>Community Quality of Life / Citizen Engagement</p> | <ul style="list-style-type: none"> Facilitated numerous neighborhood meetings and open houses to afford residents and the business community opportunities to learn about and participate in the Southglenn Sub-Area plan. Conducted customer service survey at Southglenn Sub-Area open house. |
|  <p>Economic Health</p> | <ul style="list-style-type: none"> Developed a foreclosure tracking process to provide timely information on the housing market in Centennial. Actively participated in all 2010 US Census activities to ensure Centennial will have an accurate decennial enumeration. Created a demonstration home rehabilitation program in partnership with the Littleton Housing Authority to provide homeowners an additional resource to invest in their homes. |
|  <p>Environment</p> | <ul style="list-style-type: none"> Led the Parks, Open Space, Trails and Recreation Advisory Board in purchasing 11 acres of open space for the Centennial Civic Center. Developed a Parks, Open Space, Trails and Recreation CIP to expend the City's open space funds in an efficient and effective way to achieve the goals of the Parks, Open Space, Trails and Recreation Master Plan. Facilitated the final review and adoption/ratification of the City's Parks, Open Space, Trails and Recreation Master Plan. Completed several important Open Space projects including a significant segment of the Piney Creek Trail and contributions toward a partnership to improve the Cherry Creek Valley Ecological Park. |

| Performance Measurements: | 2007 Actual | 2008 Estimated | 2009 Projected |
|--|--------------------|-----------------------|-----------------------|
| Number of Neighborhood Plans (NP) | 1 | 2 | 1 |
| Average Number of Participants at Neighborhood Planning Meetings | 12 | 40 | 35 |
| Percent of Neighborhood Planning Participants Satisfied with Neighborhood Planning Process | Unknown | Unknown | 85% |
| Number of NP Presentations before P&Z Commission | 4 | 5 | 8 |
| Number of NP Presentations before City Council | 3 | 9 | 10 |
| Percent of Plans Completed within Budget | 100% | 100% | 100% |



2009 Goals and Objectives:

| | | |
|--|--|--|
| | <p>City Services</p> | <ul style="list-style-type: none"> • Provide training to staff to advance professional skills and knowledge to improve delivery of service. • Maintain high level of productivity by meeting development review performance measures. • Implement customer service surveys (minimum of one type). • Participate in the City's Land Development Code (LDC) Re-write to ensure it implements local plans. • Increase transparency by incorporating multiple opportunities for citizen participation in sub-area plans. • Work toward expanding the accessibility of GIS information to City personnel using Arc-GIS publisher. |
| | <p>Community Quality of Life / Citizen Engagement</p> | <ul style="list-style-type: none"> • Support neighborhoods by providing residents with relevant and useful information about Long Range Planning services by attending at least two HOA/CenCON meetings and City Council District meetings, as requested. • Participate in at least one City facilitated customer service workshop. • Pursue partnerships with other agencies to acquire open space, construct trails, update park amenities and enhance recreational opportunities consistent with the goals and needs identified in the Parks, Open Space, Trails and Recreation Master Plan. <ul style="list-style-type: none"> – Fund at least one project per District, plus complete design of the Civic Center park. |
| | <p>Economic Health</p> | <ul style="list-style-type: none"> • Ensure expenditures are within budget on a month-to-month basis. • Provide strong project support for annexations. • Recommend at least one process or policy to improve efficiency and responsiveness. |
| | <p>Environment</p> | <ul style="list-style-type: none"> • Update and enhance sub-area planning information provided on the City's Web site, such that customers and citizens can obtain public information from home rather than travel to the Centennial Civic Center. • Identify appropriate sustainable land use practices for the Land Development Code in land development and design that promote energy conservation, alternative energy, water conservation, mobility and the natural environment. |



Arapahoe Urban Center Sub-Area Plan (AUC)



Overview: The Building Division is responsible for ensuring the life safety of all persons in the City of Centennial relating to the construction of all commercial and residential structures, through enforcing compliance of the 2006 International Codes. This is achieved by completing plans examination of submitted plans and conducting necessary inspections to assure compliance with all City of Centennial building codes and ordinances.

2008 Accomplishments:

| | | |
|--|--|--|
| | <p>City Services</p> | <ul style="list-style-type: none"> Consistently met or exceeded identified performance measures as documented in monthly activity reports to ensure accountability in the delivery of a contracted service. Provided efficient and effective building services by conducting 100% of plan reviews and inspections within established time frames, even when setting new records for inspections conducted in one day. Attained a minimum of ten (10) sessions of professional training for all certified personnel. Served on South Metro Fire Rescue Board to interview candidates for five (5) new fire inspector positions. |
| | <p>Community Quality of Life / Citizen Engagement</p> | <ul style="list-style-type: none"> Attended a CenCON meeting in August to discuss residential plan review and permit fees and compared fees to surrounding communities. Announced Building workshop to schedule for September. Hosted a Building Workshop in coordination with CenCON in September to educate homeowners on how to construct decks and navigate the permit process. Attended District II meeting in June to inform residences about the building permit process. |
| | <p>Economic Health</p> | <ul style="list-style-type: none"> Streamlined review times by coordinating with the Current Planning Division on commercial and residential plan reviews, providing more efficient and responsive services. |
| | <p>Environment</p> | <ul style="list-style-type: none"> Updated and enhanced eight (8) guides/checklists and posted all on the City's Web site to provide citizens and customers with greater access to City services. Changed morning procedures to route inspectors more efficiently, reducing vehicle miles traveled. |

| Performance Measurements: | 2007 Actual | 2008 Estimated | 2009 Projected |
|---|--------------------|-----------------------|-----------------------|
| Number of Inspections | 9,564 | 8,200 | 8,500 |
| Number of Failed Inspections | 3,115 | 1,800 | 1,600 |
| Total Number of Permits Issued | 4,327 | 4,000 | 4,200 |
| Valuation of Permits | \$135,765,755 | \$160,000,000 | \$160,000,000 |
| Number of New Single-family Permits Issued | 111 | 45 | 35 |
| Number of Single-family COs | 262 | 105 | 50 |
| Number of Residential Addition/Remodel Permits Issued | 516 | 357 | 450 |
| Number of New Commercial Projects Permitted | 21 | 125 | 100 |
| Number of Commercial Addition/Remodel Permits Issued | 205 | 330 | 400 |
| Number of Plan Reviews Performed | 952 | 900 | 900 |
| Total Revenue (fees) | \$2,268,272 | \$1,650,000 | \$1,525,000 |



2009 Goals and Objectives:

| | | |
|--|--|--|
| | <p>City Services</p> | <ul style="list-style-type: none"> • Provide training to staff to advance professional skills and knowledge to improve delivery of service. • Maintain high level of productivity by meeting plan review times and inspections performance measures. • Implement customer service surveys (minimum of one type). • Implement new permit tracking software in first quarter to track large commercial projects, allow on-line scheduling and customer interface Web site. |
| | <p>Community Quality of Life / Citizen Engagement</p> | <ul style="list-style-type: none"> • Support neighborhoods by providing residents with relevant and useful information about building services by attending at least two HOA, CenCON or City Council District meetings, as requested. • Participate in at least one City facilitated customer service workshop. |
| | <p>Economic Health</p> | <ul style="list-style-type: none"> • Ensure expenditures are within budget on a month-to-month basis. • Recommend at least one process or policy to improve efficiency and responsiveness. |
| | <p>Environment</p> | <ul style="list-style-type: none"> • Enhance customer access to building services via web interface, reducing need for customers to drive to the Centennial Civic Center. • Update and enhance building information (applications, handouts, fees and relevant information) provided on the City's Web site, such that customers and citizens obtain public information from home rather than travel to the Centennial Civic Center. |





Overview: The Contractor Licensing Division is responsible for issuing contractor licenses to ensure contractors and subcontractors are insured and meet minimum qualifications to perform work within the City. The Division administers the City's Use Tax ordinance and collections related to land development, fence and sign permits, building permits and engineering permits. Lastly, it administers the City's transit shelter and bus bench program to ensure proper placement and maintenance of shelters throughout the City.

2008 Accomplishments:

| | | |
|--|--|---|
| | <p>City Services</p> | <ul style="list-style-type: none"> Consistently met or exceeded identified performance measures and revenues as documented in monthly activity reports to ensure accountability in the delivery of a contracted service. Licensed more than 3,200 contractors to ensure that contractors who work within the City are licensed, properly insured and qualified to help protect residents and businesses from unqualified contractors. Implemented a new web-based tax and licensing software that enhances service delivery by streamlining operations, improving productivity and increasing customer satisfaction by providing up-to-the-minute data extraction, prompt customized reporting, and database management, all at no cost to the City. |
| | <p>Community Quality of Life / Citizen Engagement</p> | <ul style="list-style-type: none"> Monitored 342 bus benches and 93 bus shelters to ensure that they are safe and well maintained for the convenience of our residents and workers. |
| | <p>Economic Health</p> | <ul style="list-style-type: none"> Streamlined operations with the implementation of Innoprise Tax Software, at no cost to the City. Contributed to attractive streetscapes by monitoring bus stops to ensure all 435 bus shelters and benches in the City are maintained in excellent condition. |
| | <p>Environment</p> | <ul style="list-style-type: none"> Promoted the use of online licensing information and support to Centennial residents and contractors through downloadable licensing materials and access to an online licensing database; which has reduced a customers' need to drive to the Centennial Civic Center. |

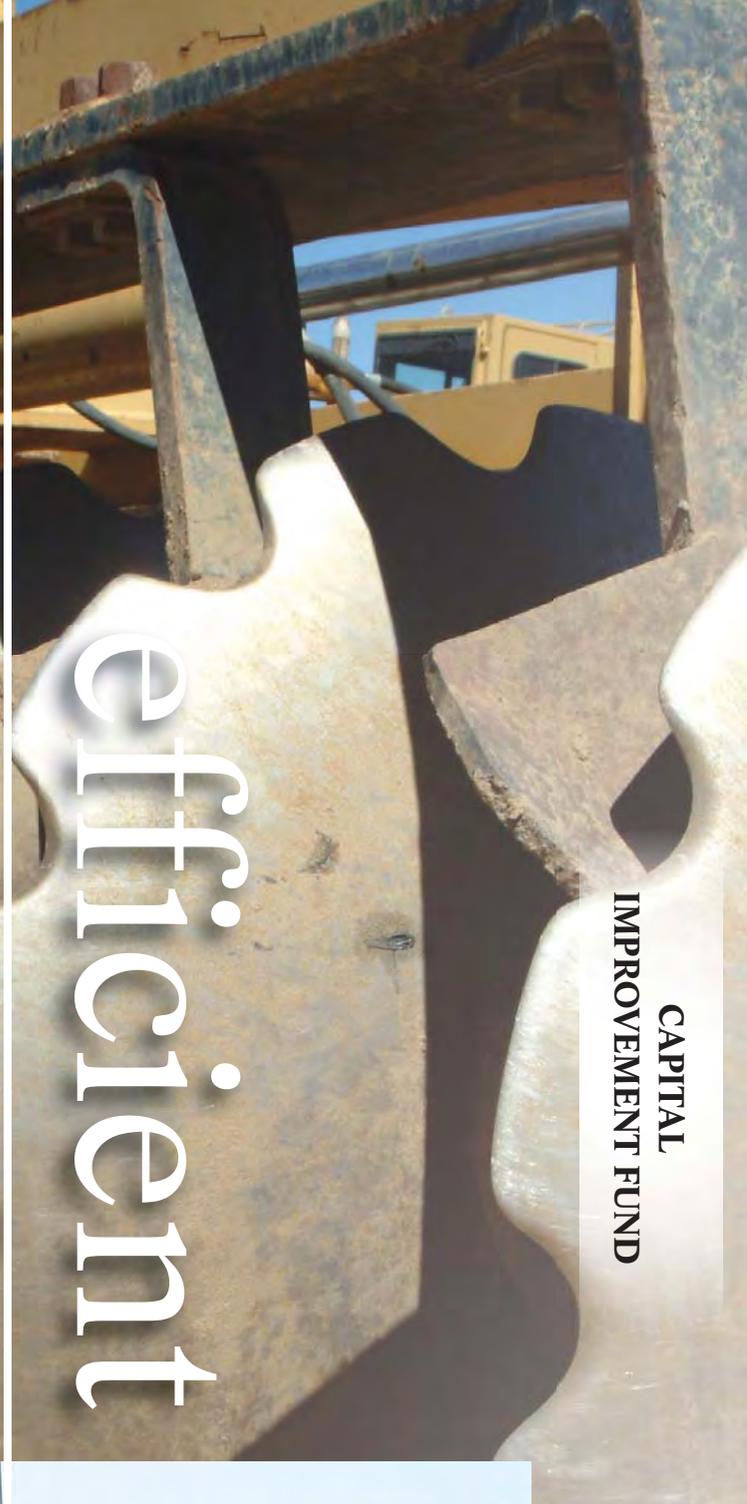
| Performance Measurements: | 2007 Actual | 2008 Estimated | 2009 Projected |
|---|--------------------|-----------------------|-----------------------|
| Licenses Issued | 3,190 | 3,285 | 3,400 |
| License Fees Collected | \$234,960 | \$225,000 | \$236,000 |
| Number of Customer Contacts by Phone | 3,362 | 5,000 | 5,000 |
| Number of Violations | 4 | 1 | 0 |
| Amount of supplemental use tax collected | \$43,936 | \$68,000 | \$60,000 |
| Number of projects requiring use tax collection | 0 | 0 | 0 |
| Number of construction projects reviewed | 15 | 25 | 30 |
| Number of refund requests | 3 | N/A | N/A |
| Amount approved/Average Amount | \$1,552 | \$2,290 | N/A |
| Number of Audits | 0 | N/A | N/A |
| Amount of revenue adjustment per audit/total | 0 | 0 | 0 |



| Performance Measurements: | 2007 Actual | 2008 Estimated | 2009 Projected |
|---|------------------------|---------------------------|---------------------------|
| Number of Customer Contacts by Phone | 114 | 250 | 275 |
| Number of Use Tax Notices Sent | 33 | 40 | 50 |
| Number of Shelter Permits | 95 | 93 | 96 |
| Number of Bus Benches | 359 | 342 | 338 |
| Revenues | \$113,550.00 | \$112,000.00 | \$113,500.00 |
| Number of inspections | 2 | 2 | 2 |
| Number of Complaints by type | 2 | 5 | 0 |
| Number of shelters/benches removed | 18 | 1 | 0 |
| Number of permit revocations due to violation | 0 | 0 | 0 |

2009 Goals and Objectives:

| | |
|--|---|
| | <ul style="list-style-type: none"> • Implement one customer service survey. • Ensure that all work within the City is performed by professional, qualified contractors to help protect residents and businesses from unqualified contractors. • Ensure proper collection of City's use tax related to construction activity within the City through audits. |
| | <ul style="list-style-type: none"> • Participate in at least one City facilitated customer service workshop. • Ensure excellent condition of bus shelters and benches by performing semi-annual inspections. |
| | <ul style="list-style-type: none"> • Ensure expenditures are within budget on a month-to-month basis. • Recommend at least one process or policy improvement to increase efficiency and responsiveness. |
| | <ul style="list-style-type: none"> • Update and enhance contractor licensing information (applications, handouts, fees and relevant information) on the City's Web site, such that customers and citizens obtain public information from business or home rather than travel to the Centennial Civic Center. • Ensure transit shelters and benches are properly maintained contributing to attractive streetscapes throughout the City. • Enhance access to City services on-line and increased customer convenience through potential on-line filing and payment in coordination with the Finance Department, thereby reducing customers' need to drive to the Centennial Civic Center. |

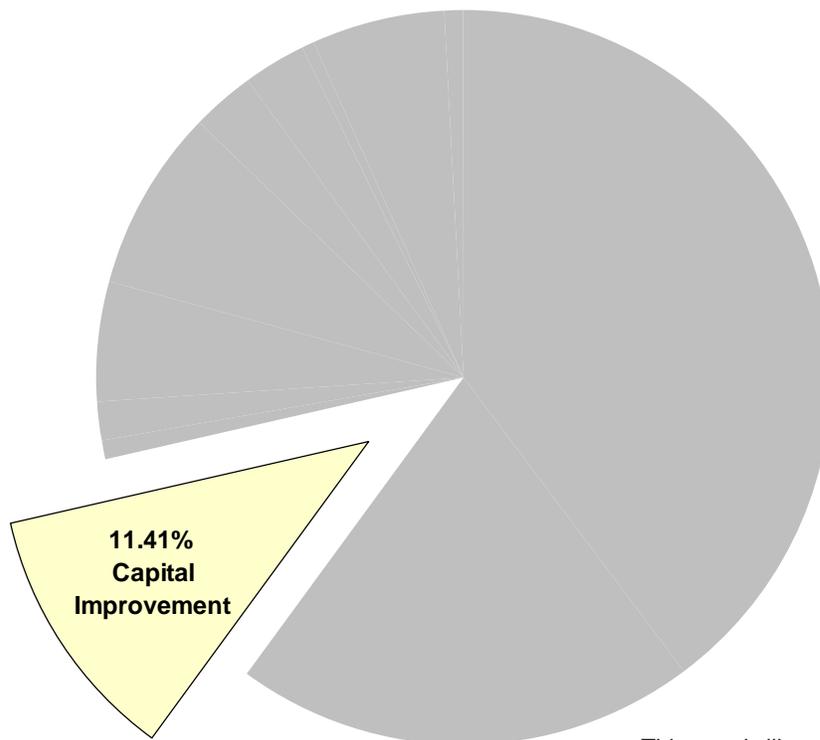




CAPITAL IMPROVEMENT FUND

The Capital Improvement Program (CIP), in conjunction with the Public Works Department, builds goals with direction originating from the strategies set forth in Our Voice. Our Vision. Centennial 2030 and by the CIP Committee.

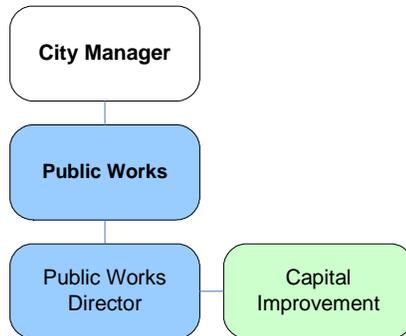
2009 Adopted Expenditures Capital Improvement



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

Total Adopted Budget by Category

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---------------------------|---------------------|---------------------|----------------------|---------------------|----------------------|---------------|
| | | | | | \$ Chg | % Chg |
| Personnel Services | \$ - | \$ - | \$ - | \$ - | \$ - | - |
| Contracted Services | - | - | - | - | - | - |
| Other Services & Supplies | - | 8,189 | 8,189 | 863,000 | 854,811 | 10438.5% |
| Capital Outlay | 3,962,854 | 6,900,957 | 10,068,026 | 5,249,200 | (1,651,757) | -23.9% |
| TOTAL | \$ 3,962,854 | \$ 6,909,146 | \$ 10,076,215 | \$ 6,112,200 | \$ (796,946) | -11.5% |



Overview: The City of Centennial Capital Improvement Program (CIP) is a division of the Public Works Department that generally provides two primary functions for the efficient use of capital improvement funds.

1. Develop a five year and ten year plan to meet the needs of new infrastructure and replacement of existing infrastructure which are funded through taxes, fees, special revenues and supplementary funding sources and assist in the acquisition of supplemental funding. All projects within the first year of the five and ten year plans are included in the Capital Improvement Program Budget.
2. Provide direction, over-site and quality assurance for the annual implementation of projects in the CIP plan.

The City of Centennial currently has far more capital needs than resources to fund. More than 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, open process.

Once the projects are underway, project over-site is important to assure best use of City funds, minimal impact to citizens, and maintenance of a clean and most importantly, a safe work area.

2008 Accomplishments:



City Services

- Established objective criteria for project ranking, considering the greatest cost benefit ratio, and percentage of the population served, as well as other objective criteria.
- Developed project data sheets for each proposed CIP project to provide details, costs and complete summaries to aid in the objective ranking of projects.
- Commenced construction of improvements to Arapahoe Road between Colorado Boulevard and Holly Street, including new concrete pavement shown to have much lower life cycle cost than asphalt. Project includes a signalized access to Newton Middle School and improved storm water drainage structures.
- Commenced construction for new traffic signals at Potomac Street/Fremont Avenue and Reservoir Road/Flanders Street to provide safer access from side streets.
- Completed pavement overlay and shoulder improvements on Arapahoe Road between Waco Street and Himalaya Street to improve safety along this major east west connection in the City.
- Implemented a new surface treatment program to reduce future roadway rehabilitation cost and increase number of streets receiving improvements.



2008 Accomplishments (Cont.):

| | | |
|--|--|---|
| | <p>Community Quality of Life / Citizen Engagement</p> | <ul style="list-style-type: none"> • Established a Capital Improvement Program Committee with representatives from Public Works, Finance, Planning, Economic Development and Homeowners. • Presented the CIP program process to Council and Neighborhood Associations to obtain community input. • Coordinated with Southeast Metro Stormwater Authority (SEMSWA), Water and Sanitation Districts and adjacent communities on joint projects, or projects which impact the CIP to reduce cost duplication and impacts to citizens. • Continued construction of County Line Road improvements between Colorado Boulevard and University Boulevard. Decorative sound walls and retaining walls completed along north side of roadway behind Centennial residents. • Completed evaluation of phasing for widening and drainage improvements along Arapahoe Road between Waco Street and Himalaya Street to minimize impacts to neighborhood residents. • Commenced design for a new concrete girder bridge on Caley Avenue over Piney Creek in Piney Creek Ranches to eliminate major inconvenience and hazards of current low water crossing. • Implemented and maintained CIP project website with weekly updates of all street rehabilitation, surface treatment and construction project locations and impacts for citizens. • Provided over 1500 advance notices to citizens of upcoming work in their neighborhoods. |
| | <p>Economic Health</p> | <ul style="list-style-type: none"> • Included economic benefit evaluation criteria in CIP project rankings. • Completed construction of Slaughterhouse Gulch drainage improvements on Arapahoe Road between Race Street and Downing Street to improve drainage from the newly developed Streets of SouthGlenn and neighboring residential areas. • Completed pavement overlay on Smoky Hill Road between the Orchard Road/Himalaya Street and Liverpool Street/Picadilly Street intersections to improve access to important regional commercial centers in the City. • Participated in development of the Parker Road Corridor Study to promote best options for Centennial businesses along the alignment as well as travelers and residents. |
| | <p>Environment</p> | <ul style="list-style-type: none"> • Included congestion mitigation in project ranking criteria to reduce amount of congestion and related air pollution. • Completed construction of the Piney Creek Trail and Bridge Project, providing an important connection for City of Centennial citizens to the Cherry Creek Trail system and improve opportunities for bicycle commuting. • Commenced construction of improvements to the Arapahoe Road/University Boulevard intersection, including new traffic signals, storm drainage and water quality ponds to improve quality of runoff into Big Dry Creek. • Conducted traffic signal warrant studies for nine intersections in the City to determine if signals or alternative controls can reduce congestion and idling time for vehicles. |

| Performance Measurements: | 2007 | 2008 | 2009 |
|---|---------------|------------------|------------------|
| Pavement Rehabilitation and Surface Treatment Program | Actual | Estimated | Projected |
| Centerline Street Miles Reconstructed | 1.7 | 1.7 | 2.0 |
| Centerline Street Miles Mill & Overlay | 11.2 | 16.3 | 10.0 |
| Centerline Street Miles Surface Treated | 0.0 | 26.54 | 20.0 |

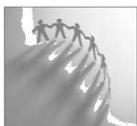


2009 Goals and Objectives:



City Services

- Establish and update transportation project priorities for the five and ten year CIP based on objective criteria and established needs
 - Objective 1 – Complete a City-wide transportation master plan which will establish transportation deficiencies and needs for the next twenty years.
 - Objective 2 – Identify, account for and coordinate with adjoining jurisdictions and CDOT.
- Efficient and effective government
 - Objective 1 – Continue to use qualified local consultants and contractors for design and construction of capital projects. Require performance standards in all contracts.
 - Objective 2 – Coordinate with adjacent jurisdictions and CDOT to improve the overall performance of government.
- Insure an adequate level of improvements to infrastructure
 - Objective 1 – Complete construction of Arapahoe Road, Colorado Boulevard to Holly Street with concrete paving, which provides a \$600,000 life cycle cost savings compared to asphalt.
 - Objective 2 – Obtain updated pavement condition data and complete paving rehabilitation, concrete replacement and road surfacing programs using alternative treatments to increase street miles treated and reduce maintenance.
 - Objective 3 - Work with the Southeast Metro Stormwater Authority (SEMSWA) and Urban Drainage & Flood Control District (UDFCD) to complete construction of Caley Avenue bridge over Piney Creek with a low maintenance concrete structure.
 - Objective 4 – Work with Douglas County to complete construction of County Line Road and County Line Road / University Boulevard improvements.
 - Objective 5 – Cooperate with SEMSWA on Little Dry Creek crossing of Arapahoe Road between Heritage Place and Homestead Parkway and combine their work with improvements to Arapahoe Road, using pavement with the most efficient life cycle costs.
 - Objective 6 - Assess bridge and other structure conditions and identify program required improvements.
 - Objective 7 - Develop a plan to inventory and assess other infrastructure elements and implement improvement plan in 2010.
- Emphasize citizen safety
 - Objective 1 – Complete construction of the Arapahoe Road / University Boulevard intersection improvements including new signals and turn lanes to improve safety.
 - Objective 2 – Complete installation of new traffic signals for at least two intersections in the City to mitigate current hazards.
 - Objective 3 – Maintain “Hazard Elimination” as the highest weighted criteria for CIP project ranking.
- City Government Transparency
 - Objective 1 – Present five and ten year CIP at one meeting in each district.



Community Quality of Life / Citizen Engagement

- Outdoor recreational opportunities
 - Objective 1 – Complete striping and ramp construction for the initial portion of the City’s east-west on street bicycle route along Caley Avenue.
- Responsive city government
 - Objective 1 – Conduct open houses, provide advance notification and respond to citizen concerns during construction of CIP projects.
 - Objective 2 – Conduct citizen poll on infrastructure needs for development of five and ten year CIP.
- Economy
 - Objective 1 – Maintain local preference for construction contracts.
 - Objective 2 – Use economic impact as one of the ranking criteria for development of the five and ten year CIP.



2009 Goals and Objectives (Cont.):

| | |
|-------------------------------|---|
| | <ul style="list-style-type: none">• Fiscal responsibility<ul style="list-style-type: none">– Objective 1 – Complete all CIP projects within established budgets.– Objective 2 – Develop high quality construction documents and clear concise bid packages that minimize change orders and bid discrepancies.• Develop innovative revenue sources<ul style="list-style-type: none">– Objective 1 – Develop project checklist of alternative supplemental funding options for all CIP projects.– Objective 2 – Prepare timely and complete applications for qualifying supplemental funding to meet agency guidelines. Communicate regularly with agencies.• Ongoing revitalization<ul style="list-style-type: none">– Objective 1 – Prepare transportation master plan which addresses role that transportation has in limiting revitalization of infill areas.– Objective 2 – Develop five and ten year CIP that addresses infrastructure needs relative to revitalization. |
| <p>Economic Health</p> | |
| | <ul style="list-style-type: none">• Establish and champion environmentally conscientious policies<ul style="list-style-type: none">– Objective 1 – Involve SEMSWA in all CIP projects to assure compliance with water quality regulations.• Commitment to strategic environmentally responsible stewardship<ul style="list-style-type: none">– Objective 1 – Budget CIP projects for LEED guideline compliance whenever possible.– Objective 2 – Identify opportunities for “Green” alternatives to conventional construction such as the use of recycled asphalt for pavement and recycled concrete for base material whenever possible.• Balance environmental values and standards with community planning<ul style="list-style-type: none">– Objective 1 – Coordinate with SEMSWA for opportunities to provide pedestrian routes along proposed drainage improvements in the City. |
| <p>Environment</p> | |

2009 Capital Improvement Fund Planned Projects:

The following is a list of capital improvement projects that are planned for 2009. The projects listed are outside of routine maintenance and ongoing programs and are appropriated in the Capital Improvement Fund.

- **Transportation Master Plan (\$170,000)** - Transportation master plans use existing information and travel forecasts to provide an evaluation of the current transportation infrastructure and determine most critical needs for improvements to the City’s transportation network, allowing for most efficient distribution of the City’s transportation improvement project funds. The Transportation Master plan will be completed in two phases beginning in 2009 with a completion date in 2010.
- **School Zone Upgrades (\$75,000)** - As the Public Works Department performs engineering studies around school zones, funds will be used to install recommended improvements such as flashers, bump outs, etc. In addition, this program will fund the purchase of a central software system that would allow Traffic Engineering to control school flashers from the Centennial Civic Center, enabling staff to activate or deactivate school flashers for special events, snow days, etc.
- **Street Name Sign Upgrade Program (\$25,000)** - The City has approximately 2000 intersections within its boundaries. The street name signs have been identified as needing replacement with signs that meet the newest Federal size and reflectivity requirements. The signs will also be updated to City of Centennial identity guidelines. This program will begin in 2009 and will elapse over subsequent years depending upon funding availability.
- **Repair of Minor Structures (\$30,000)** - Every two years, consultants working for the Colorado Department of Transportation conduct inspections of major structures in the City. Typically, in the alternating years, municipalities have their minor structures (less than 20' span) inspected to determine if there are potential structural issues and obtain estimated costs for needed repairs to approach rails, structures and culverts. Though SEMSWA inspects these structures for drainage capacity, they do

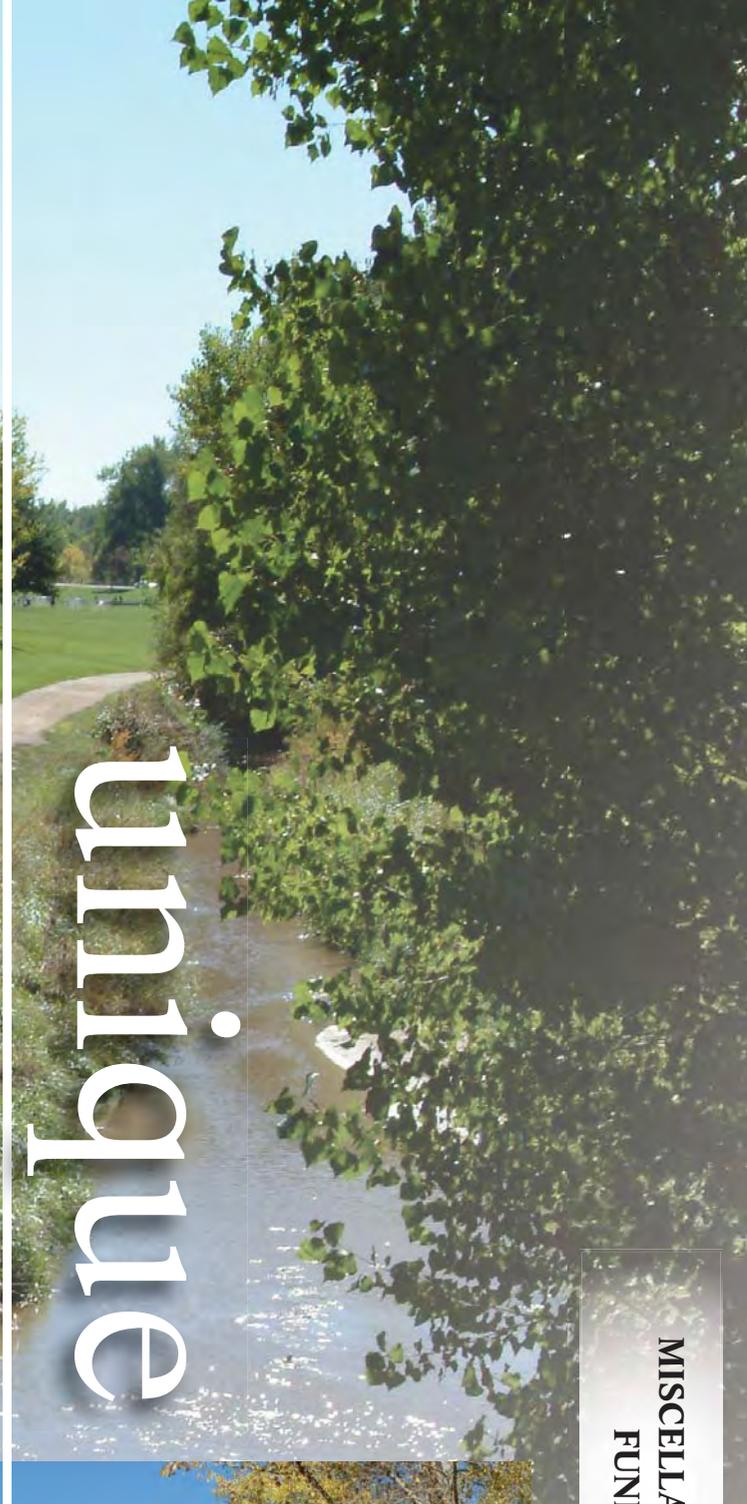


not typically evaluate and rate the structure. This request is for professional services to inspect and rate all minor structures within the City. This program is a reoccurring program that will begin in 2009.

- **Traffic System Upgrades (\$200,000)** - The City's existing traffic signal system is operational but becoming antiquated. Upgrading the system components, such as signal controllers, cabinets, communication equipment, and signal indications (red, yellow, green) is necessary and will allow the City the ability to implement a signal master system that provides more reliable error reporting and system monitoring. An annual program to complete these improvements is recommended to begin in 2009.
- **Sidewalk Construction (\$52,100)** - Two stretches of sidewalks will be constructed along Quebec Street from Peakview Avenue to Caley Drive (\$25,000) and Yosemite Street from Xanthia to the bus stop located north of Easter Place (\$27,100).
- **Traffic Signals (\$245,000 each)** - Two traffic signals will be built in 2009, one at Smoky Hill Road and Kirk Street and the other at Dry Creek Road and Eudora for a new development project. A new signal or roundabout will also be constructed in conjunction with street improvements at Peoria Street and Peakview Avenue.

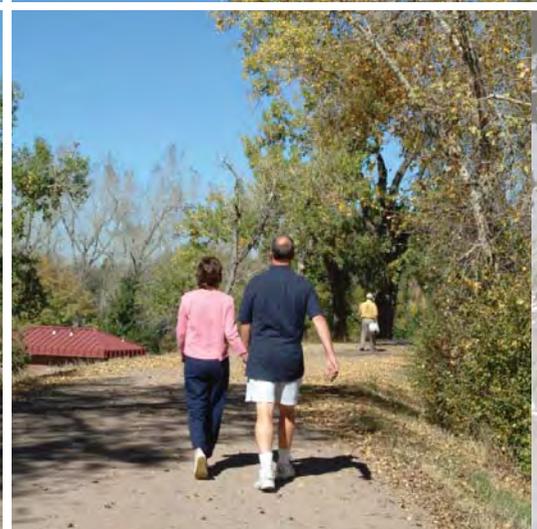
2008 Capital Improvement Program Project County Line Road





unique

MISCELLANEOUS
FUNDS





OPEN SPACE FUND

Overview:

Arapahoe County Open Space Funds: In 2003, voters approved a county-wide ¼ cent sales tax to pay for the preservation of open space in Arapahoe County. Collection of the sales tax began January 1, 2004 and is set to expire December 31, 2013. Fifty percent (50%) of the collected funds are given to municipalities on the basis of population. Funds may be used to acquire open space or park land and make improvements to parks and trails. Ten percent (10%) of the funds may be used to maintain open space.

2008 Uses:

- The City adopted a Parks, Open Space, Trails and Recreation Master Plan (Master Plan) and initiated the process of setting project priorities and programming the use of funds over the next three years.
- The City acquired its first major open space parcel. This 11-acre site is located adjacent to the site of the new City offices. Acquisition of this site was an important step toward a major goal identified by the Master Plan, which was to provide a *"park that is at the community's "heart," that brings together the neighborhoods west of I-25 and east of Parker Road."*
- Progress was made toward completing a missing segment of the Piney Creek Trail across Cherry Creek School District Property.
- The City made several contributions to a partnership with Parker Jordan Metro District and Arapahoe County to improve the Cherry Creek Valley Ecological Park. These contributions included matching funds for an Arapahoe County Open Space grant to fund a new trailhead. The grant was awarded and construction of the trailhead is scheduled to start soon.

2009 Planning:

Piney Creek Hollow Park - Sports Field Upgrades: This project would be undertaken in cooperation with the Arapahoe Park and Recreation District (APRD) and would be a Phase III improvement to the existing park. The project would include the construction of a new ball field in the park. This project ranks high in priority because the City's Master Plan emphasizes the need for sports fields, especially in the eastern part of the City. The partnership with the APRD also meets an important Master Plan criterion. Piney Creek Hollow Park is located on the east side of the City in District IV, off of S. Tower Road along the Piney Creek. Annexation into Centennial is recommended prior to or as a condition of funding by the City.

Complete Piney Creek Trail: The Piney Creek Trail is the major east/west trail serving eastern Centennial. It extends from Cherry Creek State Park east to a future connection with the E-470 Regional Trail. This trail ranks high in priority because the Master Plan places an emphasis on completing missing links in the trail system. This project includes paving a final 1,000 foot long missing segment of the trail through a Cherry Creek School District parcel to connect to an existing portion of the trail. The project also includes a 30 foot long boardwalk over a small wet area.

City-wide Trail Signage: This project includes upgrades to trail signage city-wide. The City's Master Plan places a strong emphasis on the need for trail signage and better identification of the City. Many trails do not have good directional or safety information and the City is not identified on any of the trails. Trail signage projects will be undertaken in cooperation with the City's park and recreation district partners.

City Central Open Space Improvements: This project includes improvements to 11 acres of open space/park land included with the recent purchase of the new City office building. Funding in 2009 is allocated to prepare a master plan for the site and for the first phase of improvements, which are scheduled over a two year period. The need for central open space to provide a gathering place for Centennial residents is identified as a priority in the Master Plan. The master planning process for the site would include a strong citizen participation component to identify and build community support for improvements to the property. Potential improvements include links to the planned Caley Avenue bike lane and Cherry Creek State Park.



Cherry Creek Trail: This project includes the construction of a temporary trail to complete a missing link from Broncos Parkway to the south end of the Fetter's property. Because completion of the segment of the trail through the Fetter's property is anticipated to be several years in the future, a temporary trail route is being considered. This project ranks high in priority because it would complete a major link in a primary trail system identified by the Master Plan and would be accomplished in partnership with Parker Jordan Metro District and Arapahoe County. The temporary trail would extend from the trail stub just south of Broncos Parkway along the west edge of the Fetter's property, within a buffer strip owned by the Southcreek HOA.

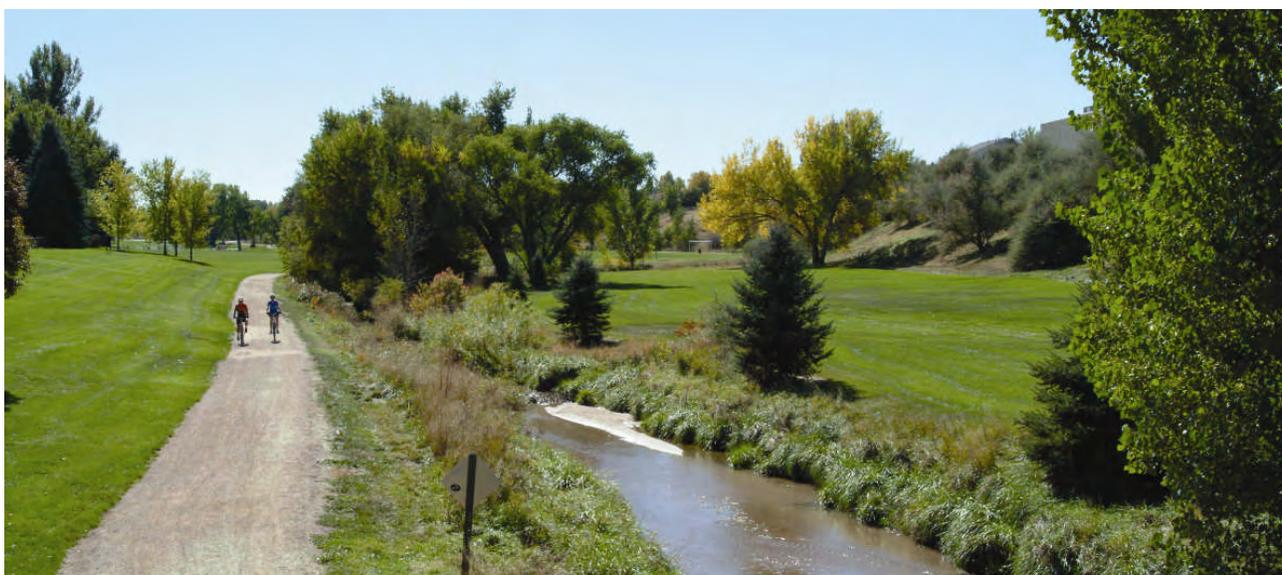
Caley Avenue Bike Lane: This project includes the addition of bike lanes and signage along Caley Avenue from S. Holly Street to S. Abilene Street. The City's Master Plan identifies this route as a primary pathway. The bike lane would connect the future Centennial Link Trail to trails in the central and eastern part of the City, including the Cherry Creek Trail and the Piney Creek Trail. Additionally, this lane would pass through the City's central employment center, providing an alternate transportation route for commuters using the region's transit system. This project ranks high in priority because it would provide multiple trail connections and helps link western, central and eastern portions of the City.

West Tollgate Creek to Piney Creek: This project would include an on-street bike lane and signage along Jericho Street to link the West Toll Gate Creek Trail to the Piney Creek Trail. This bike trail would provide a link between two major trail systems and can be accomplished at a moderate cost.

Franklin Pool Spray Park: This project would include the addition of a spray park amenity to the existing community pool facility. The existing pool would serve a large portion of the City's western population. Additionally, the enhancement could be identified as a City contribution to the facility and would have relatively high visibility.

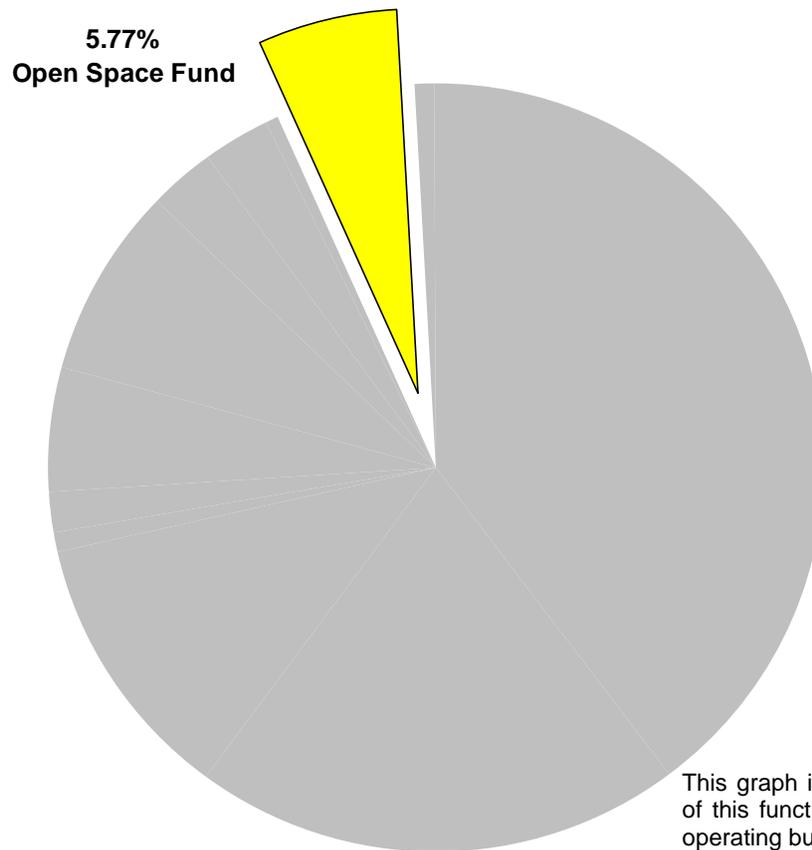
Goodson Recreation Center: Funds are needed for a broad range of improvements ranging from basic repairs to the building to flooring of courts and gyms and upgrades to the pool. Improvements and upgrades to this facility rank high in priority because the facility serves a large portion of the City's western population. The need to sustain and upgrade this facility is identified as a priority by the City's Master Plan.

Centennial Link Trail: This project includes the first phase of construction for a multi-use trail linking western Centennial neighborhoods to the regional trail network. The trail corridor will run between S. Holly Street and S. University Boulevard along a power line easement, the Caley Street Right-of-Way and existing trails. The project is highly ranked because of the large population benefit, the potential visibility of the project as the first City-named trail and the strong partnership with the South Suburban Park Foundation, which should strengthen grant opportunities.





**2009 Adopted Expenditures
Open Space Fund**



**Open Space Fund
Budget Summary by Budget Category**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---------------------------|----------------|---------------------|---------------------|---------------------|----------------------|---------------|
| | | | | | \$ Chg | % Chg |
| Personnel Services | \$ - | \$ - | \$ - | \$ - | \$ - | - |
| Contracted Services | - | - | - | - | - | - |
| Other Services & Supplies | - | - | - | - | - | - |
| Capital Outlay | - | 1,200,000 | 2,635,380 | 3,090,400 | 1,890,400 | 157.5% |
| TOTAL | \$ - | \$ 1,200,000 | \$ 2,635,380 | \$ 3,090,400 | \$ 1,890,400 | 157.5% |

CONSERVATION TRUST FUND



Overview:

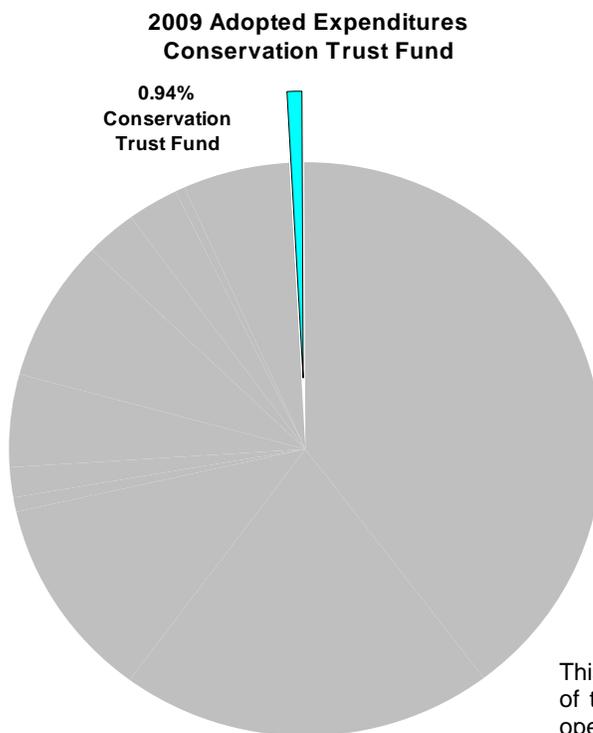
The City receives Conservation Trust Funds (CTF) from the State of Colorado. The Conservation Trust Fund receives 40 percent (40%) of net lottery proceeds. The state distributes CTF dollars to counties, municipalities and Title 32 special districts on a per capita basis. Funding can be used for the acquisition, development and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes.

2008 Uses:

The City entered into an Intergovernmental Agreement (IGA) with Arapahoe County, Arapahoe County Parks and Recreation District, and the Federal government to complete the Piney Creek Trail. Pursuant to the IGA, funds were provided to the City from each party to the agreement; the City's portion of funding (\$64,300) is funded from the Conservation Trust Fund.

2009 Planning:

The 2009 Adopted Budget includes an increase in funding for various capital projects to be determined.



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

**Conservation Trust Fund
Budget Summary by Budget Category**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---------------------------|------------------|-------------------|------------------|-------------------|----------------------|-------------|
| | | | | | \$ Chg | % Chg |
| Personnel Services | \$ - | \$ - | \$ - | \$ - | \$ - | - |
| Contracted Services | - | - | - | - | - | - |
| Other Services & Supplies | 91,185 | - | - | - | - | - |
| Capital Outlay | - | 460,000 | 64,300 | 504,366 | 44,366 | 9.6% |
| TOTAL | \$ 91,185 | \$ 460,000 | \$ 64,300 | \$ 504,366 | \$ 44,366 | 9.6% |



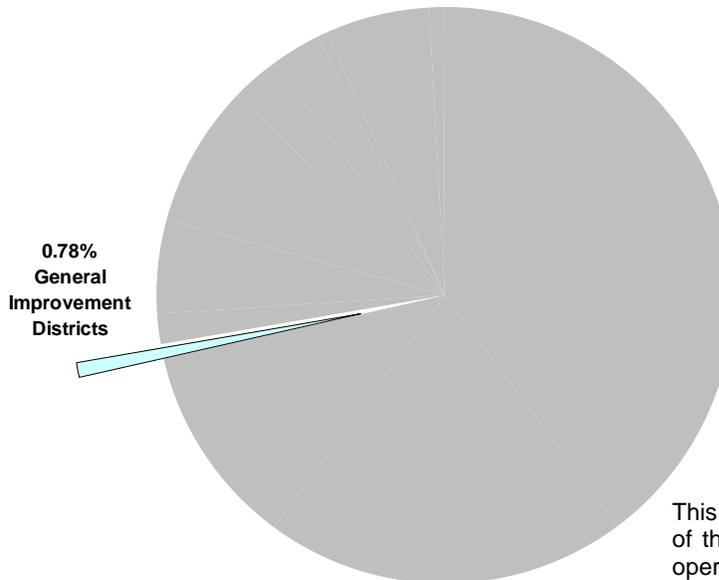
GENERAL IMPROVEMENT DISTRICTS

Overview: During 2002, Arapahoe County transferred governing responsibility and accountability of three General Improvement Districts (GID's) to the City. The transferred GID's include the Foxridge General Improvement District, Cherry Park General Improvement District, and Walnut Hills General Improvement District. The purpose of each GID is primarily to provide services to the defined area of the improvement district, such as landscaping services, utility payments, and perimeter structures repair and maintenance. During 2004, the Antelope General Improvement District was created for the purpose of acquiring, contracting, installing and providing a water system of underground water pipelines to furnish municipal water service within the District.

2008 Uses: During 2008, the primary use of funds for the GID's was for contracted services related to routine grounds maintenance, snow removal, perimeter repair, maintenance, and replacement, and final payments made for the construction of the Antelope Water System. Other use of funds for the GID's includes debt repayment (principal and interest related to the bonds issued by the Antelope General Improvement District for the water system) and utility payments.

2009 Planning: The 2009 Adopted Budget includes funding for contracted services related to routine grounds maintenance, snow removal, perimeter repair, maintenance, and replacement. Funding is also included in the 2009 Adopted Budget for debt repayment (principal and interest related to the bonds issued by the Antelope General Improvement District for the water system) and utility payments.

**2009 Adopted Expenditures
General Improvement Districts**



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

**General Improvement District Summary
Budget Summary by Budget Category**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---------------------------|-------------------|-------------------|-------------------|-------------------|----------------------|--------------|
| | | | | | \$ Chg | % Chg |
| Personnel Services | \$ - | \$ - | \$ - | \$ - | \$ - | - |
| Contracted Services | 127,566 | 105,000 | 105,000 | 105,000 | - | 0.0% |
| Other Services & Supplies | 183,809 | 328,838 | 718,838 | 312,451 | (16,387) | -5.0% |
| Capital Outlay | - | - | - | - | - | - |
| TOTAL | \$ 311,375 | \$ 433,838 | \$ 823,838 | \$ 417,451 | \$ (16,387) | -3.8% |



Overview:

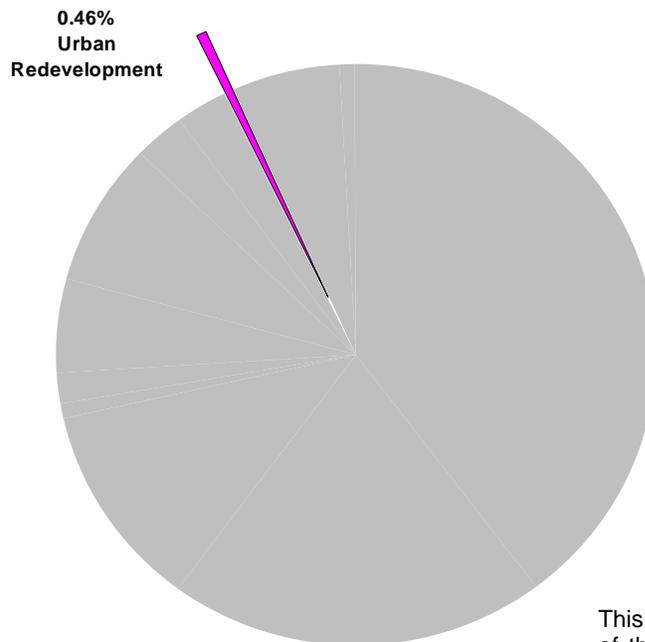
The Centennial Urban Redevelopment Authority (CURA) was established in 2005 pursuant to Part 1 of Article 25 of Title 31, Colorado Revised Statutes (the "Urban Renewal Law") which provides for the creation and operation of an urban renewal authority to function in the City. The purpose of CURA is to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

2008 Uses:

During 2008, the primary use of funds for CURA was for contracted services for construction costs, building permits, and plan review services provided in relation to the redevelopment of Southglenn Mall. In addition, CURA receives an annual payment from the Southglenn Metropolitan District for the Authority's operating costs; this amount is also expected to be funded during 2008.

2009 Planning: The 2009 Adopted Budget includes funding for contracted services related to building permits and plan review services provided in relation to the redevelopment of Southglenn Mall. In addition, CURA receives an annual payment from the Southglenn Metropolitan District for the Authority's operating costs; this amount is also expected to be funded during 2009.

**2009 Adopted Expenditures
Centennial Urban Redevelopment Authority**



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

**Centennial Urban Redevelopment Authority
Budget Summary by Budget Category**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---------------------------|-------------------|---------------------|---------------------|-------------------|-----------------------|---------------|
| | | | | | \$ Chg | % Chg |
| Personnel Services | \$ - | \$ - | \$ - | \$ - | \$ - | - |
| Contracted Services | 194,713 | 30,000 | 1,064,335 | 81,226 | 51,226 | 170.8% |
| Other Services & Supplies | 412,509 | 2,395,000 | 2,318,063 | 165,000 | (2,230,000) | -93.1% |
| TOTAL | \$ 607,222 | \$ 2,425,000 | \$ 3,382,398 | \$ 246,226 | \$ (2,178,774) | -89.8% |



balanced



STAFFING



STAFFING SUMMARY

Staffing Summary by Department

| Department | 2007 Actual FTE | 2008 Revised FTE | 2009 Adopted FTE | 2008 / 2009 Difference |
|----------------------------------|--------------------|---------------------|---------------------|---------------------------|
| Elected Officials | - | - | - | - |
| City Clerk's Office | 2.00 | 2.50 | 3.00 | 0.50 |
| City Manager's Office | 5.00 | 7.00 | 7.50 | 0.50 |
| Economic Development | - | - | 1.00 | 1.00 |
| Communications | 4.00 | 3.00 | 2.00 | (1.00) |
| Finance | 7.00 | 9.00 | 9.00 | - |
| HR & Risk Management | 4.00 | 5.00 | 5.00 | - |
| Support Services | 2.00 | 2.00 | 3.00 | 1.00 |
| Public Works* | - | - | 1.50 | 1.50 |
| Municipal Court | 5.00 | 6.00 | 6.00 | - |
| Planning & Development | 5.00 | 5.00 | 4.00 | (1.00) |
| Code Enforcement & Zoning** | 2.00 | - | - | - |
| Current Planning - Land Use Fund | 4.00 | 6.50 | 6.50 | - |
| Engineering - Land Use Fund | 1.00 | 4.00 | 4.00 | - |
| Long Range Planning - Land Use | - | 1.00 | 1.00 | - |
| TOTAL | 41.00 | 51.00 | 53.50 | 2.50 |

This summary page includes positions funded by all funds. The following Section *Staffing Summary by Position* will provide position detail.

*Indicates services provided through contract

**Indicates positions within a hybrid program for 2007 only (services provided by in-house and contract staff).



Staffing Summary by Position

| Department | 2007 Actual FTE | 2008 Revised FTE | 2009 Adopted FTE | 2008 / 2009 Difference | Salary Range Low | Salary Range High |
|---|-----------------------|------------------------|------------------------|---------------------------|--------------------------|-------------------------|
| <i>Elected Officials</i> | | | | | | |
| Mayor | - | - | - | - | \$ 10,200 | \$ 10,200 |
| Mayor Pro Tem | - | - | - | - | 9,000 | 9,000 |
| Councilmembers | - | - | - | - | 8,400 | 8,400 |
| City Clerk | - | - | - | - | 8,400 | 8,400 |
| City Treasurer | - | - | - | - | 8,400 | 8,400 |
| <i>Elected Officials Total</i> | - | - | - | - | | |
| <i>City Clerk's Office</i> | | | | | | |
| City Clerk (Elected Official) | - | - | - | - | 8,400 | 8,400 |
| Deputy City Clerk | 1.00 | 1.00 | 1.00 | - | 76,481 | 108,556 |
| Liquor Licensing Coordinator | 1.00 | 1.00 | 1.00 | - | 43,357 | 59,578 |
| File Clerk | - | 0.50 | 1.00 | 0.50 | 27,290 | 38,189 |
| <i>City Clerk's Office Total</i> | 2.00 | 2.50 | 3.00 | 0.50 | | |
| <i>City Manager's Office</i> | | | | | | |
| City Manager | 1.00 | 1.00 | 1.00 | - | 152,213 | 181,335 |
| Assistant City Manager | - | 1.00 | 1.00 | - | 100,384 | 145,650 |
| Project Manager | 1.00 | - | - | - | - | - |
| Assistant to the City Manager | 1.00 | 2.00 | 2.00 | - | 57,240 | 91,643 |
| Management Assistant | 1.00 | - | - | - | 57,240 | 91,643 |
| Management Analyst | - | 1.00 | 1.00 | - | 60,000 | 80,000 |
| Executive Assistant | 1.00 | 1.00 | 1.00 | - | 42,755 | 55,441 |
| Administrative Assistant | - | - | 0.50 | 0.50 | Reported in Public Works | |
| Contract Administrator | - | - | 1.00 | 1.00 | 46,973 | 62,938 |
| Deputy City Manager - Public Works | - | 1.00 | - | (1.00) | - | - |
| <i>City Manager's Office Total</i> | 5.00 | 7.00 | 7.50 | 0.50 | | |
| <i>Economic Development</i> | | | | | | |
| Economic Development Manager | - | - | 1.00 | 1.00 | 84,980 | 106,446 |
| <i>Economic Development Total</i> | - | - | 1.00 | 1.00 | | |
| <i>Communications</i> | | | | | | |
| Communications Director | 1.00 | 1.00 | 1.00 | - | 85,000 | 110,000 |
| Communications Specialist | 1.00 | 1.00 | 1.00 | - | 46,362 | 57,952 |
| Web Administrator | 1.00 | 1.00 | - | (1.00) | 56,802 | 74,638 |
| Community Liaison | 1.00 | - | - | - | - | - |
| <i>Communications Total</i> | 4.00 | 3.00 | 2.00 | (1.00) | | |



Staffing Summary by Position

| Department | 2007 Actual FTE | 2008 Revised FTE | 2009 Adopted FTE | 2008 / 2009 Difference | Salary Range Low | Salary Range High |
|---------------------------------------|-----------------------|------------------------|------------------------|---------------------------|------------------------|-------------------------|
| Finance | | | | | | |
| Finance Director | 1.00 | 1.00 | 1.00 | - | \$ 94,254 | \$129,820 |
| Accounting Director | 1.00 | 1.00 | 1.00 | - | 72,699 | 99,545 |
| Sales Tax Administrator | - | - | 1.00 | 1.00 | 48,638 | 66,726 |
| Senior Accountant | 1.00 | 1.00 | 1.00 | - | 52,846 | 70,056 |
| Revenue Analyst | 1.00 | 1.00 | 1.00 | - | 50,828 | 71,515 |
| Financial Analyst | - | 1.00 | 1.00 | - | 50,828 | 71,515 |
| Licensing & Accounting Analyst*** | 1.00 | 1.00 | 1.00 | - | 52,846 | 70,056 |
| Accounting Technician | 1.00 | 1.00 | 1.00 | - | 38,249 | 53,544 |
| Finance Assistant | - | 1.00 | 1.00 | - | 33,293 | 47,448 |
| Contract Manager | 1.00 | 1.00 | - | (1.00) | - | - |
| Finance Total | 7.00 | 9.00 | 9.00 | - | | |
| HR & Risk Management | | | | | | |
| Human Resources Manager | 1.00 | 1.00 | 1.00 | - | 85,000 | 124,715 |
| Human Resources Analyst | - | 1.00 | 1.00 | - | 51,846 | 67,231 |
| Senior Receptionist | 1.00 | 1.00 | 1.00 | - | - | - |
| Receptionist | 1.00 | 1.00 | 1.00 | - | - | - |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | - | 33,293 | 47,448 |
| HR & Risk Management Total | 4.00 | 5.00 | 5.00 | - | | |
| Support Services | | | | | | |
| Support Services Manager | 1.00 | 1.00 | 1.00 | - | 63,081 | 80,500 |
| Systems Analyst | - | - | 1.00 | 1.00 | 74,951 | 93,689 |
| Web Coordinator | 1.00 | 1.00 | 1.00 | - | - | - |
| Support Services Total | 2.00 | 2.00 | 3.00 | 1.00 | | |
| Public Works | | | | | | |
| Public Works Director | - | - | 1.00 | 1.00 | 99,492 | 142,042 |
| Administrative Assistant | - | - | 0.50 | 0.50 | 33,293 | 47,448 |
| Public Works Total* | - | - | 1.50 | 1.50 | | |
| Municipal Court | | | | | | |
| Court Administrator | 1.00 | 1.00 | 1.00 | - | 74,214 | 106,921 |
| Senior Deputy Court Clerk | 1.00 | 1.00 | 1.00 | - | 34,841 | 45,192 |
| Deputy Court Clerk | 3.00 | 4.00 | 4.00 | - | 31,500 | 37,515 |
| Municipal Court Total | 5.00 | 6.00 | 6.00 | - | | |

*Indicates services provided through contract

*** Indicates position reimbursed by program funds



Staffing Summary by Position

| Department | 2007 Actual FTE | 2008 Revised FTE | 2009 Adopted FTE | 2008 / 2009 Difference | Salary Range Low | Salary Range High |
|--|-----------------------|------------------------|------------------------|---------------------------|------------------------|-------------------------|
| Planning & Development | | | | | | |
| Planning & Development Director | 1.00 | 1.00 | 1.00 | - | \$ 98,763 | \$138,297 |
| Economic Development Manager | 1.00 | 1.00 | - | (1.00) | 84,980 | 106,446 |
| Long Range Planning Manager | 1.00 | 1.00 | 1.00 | - | 73,905 | 96,467 |
| Principal Planner | 1.00 | 1.00 | 1.00 | - | 65,663 | 86,671 |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | - | 33,293 | 47,448 |
| Planning & Development Total | 5.00 | 5.00 | 4.00 | (1.00) | | |
| Code Enforcement & Zoning | | | | | | |
| Code Enforcement & Zoning Officer** | 2.00 | - | - | - | - | - |
| Code Enforcement & Zoning Total** | 2.00 | - | - | - | | |
| Current Planning - Land Use Fund | | | | | | |
| Deputy Director of P&D - Land Use Fund | 1.00 | 1.00 | 1.00 | - | 82,117 | 107,185 |
| Senior Planner - Land Use Fund | 1.00 | 2.00 | 2.00 | - | 59,694 | 78,792 |
| Planner I - Land Use Fund | 1.00 | 1.00 | 1.00 | - | 46,275 | 60,043 |
| Planning Technician - Land Use Fund | 1.00 | 1.00 | 1.00 | - | 38,315 | 52,688 |
| Administrative Assistant - Land Use Fund | - | 1.50 | 1.50 | - | 33,293 | 47,448 |
| Current Planning Total | 4.00 | 6.50 | 6.50 | - | | |
| Engineering - Land Use Fund | | | | | | |
| Engineering Manager - Land Use Fund | 1.00 | 1.00 | 1.00 | - | 77,069 | 101,512 |
| Senior Engineer - Land Use Fund | - | 2.00 | 2.00 | - | 70,063 | 92,284 |
| Construction Inspector - Land Use Fund | - | 1.00 | 1.00 | - | 45,822 | 60,724 |
| Engineering Total | 1.00 | 4.00 | 4.00 | - | | |
| Long Range Planning - Land Use Fund | | | | | | |
| GIS Technician - Land Use Fund | - | 1.00 | 1.00 | - | 37,856 | 52,012 |
| Long Range Planning - Land Use Fund Total | - | 1.00 | 1.00 | - | | |
| TOTAL | 41.00 | 51.00 | 53.50 | 2.50 | | |

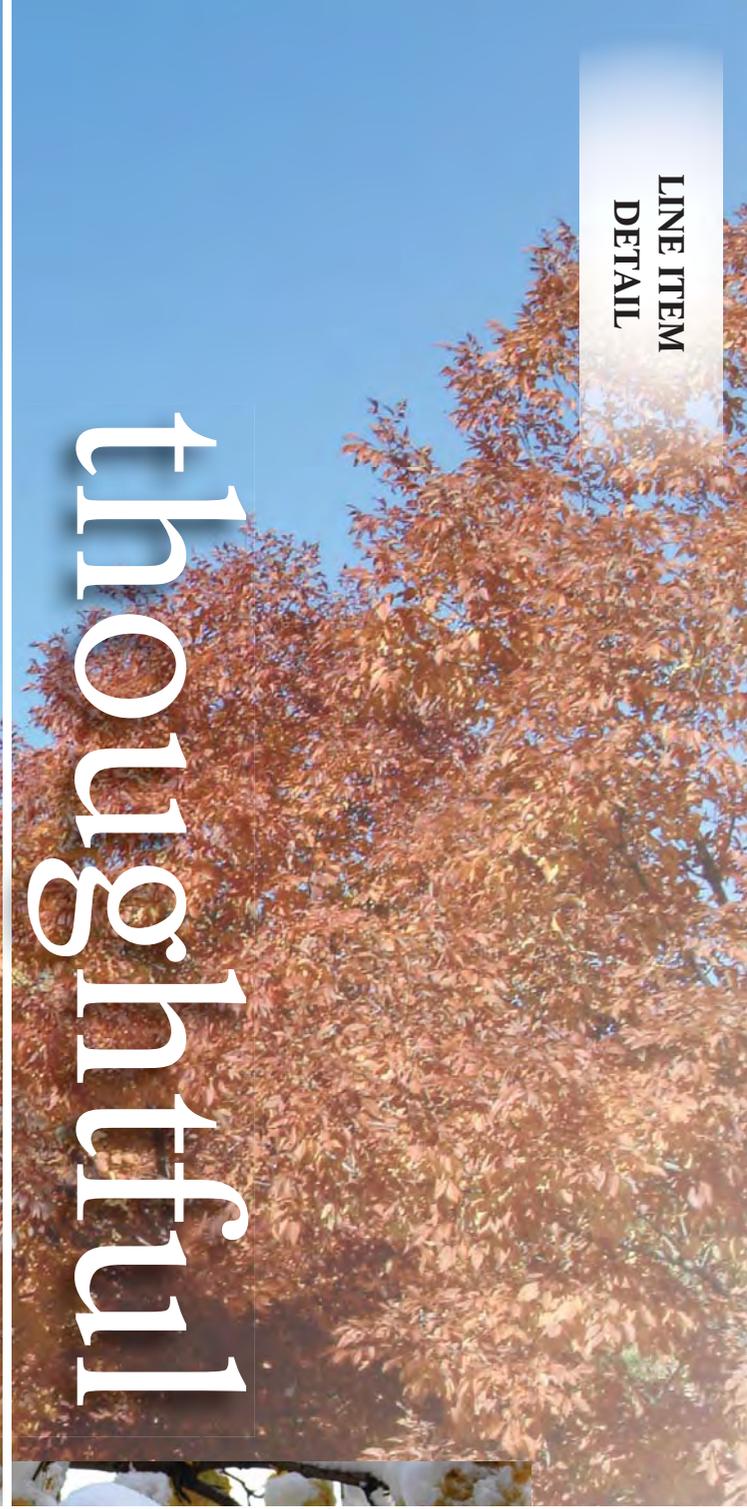
As a virtual City, Centennial will contract or enter into partnerships to provide services to its citizens.

The City of Centennial is able to efficiently and cost effectively meet the demands in service levels by contracting for City services.

****Indicates positions within a hybrid program for 2007 only (services provided by in-house and contract staff).**

LINE ITEM
DETAIL

thoughtful





LINE ITEM DETAIL

Elected Officials Departmental Budget Detail

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---|-------------------|-------------------|-------------------|-------------------|----------------------|----------------|
| | | | | | \$ Chg | % Chg |
| Personnel Services: | | | | | | |
| Salaries and Wages | \$ 85,050 | \$ 86,467 | \$ 89,250 | \$ 94,800 | \$ 8,333 | 9.6% |
| Benefits | 4,468 | 7,000 | 10,654 | 10,855 | 3,855 | 55.1% |
| Subtotal - Personnel Services | \$ 89,518 | \$ 93,467 | \$ 99,904 | \$ 105,655 | \$ 12,188 | 13.0% |
| Contracted Services: | | | | | | |
| Legislative Assistance | \$ 74,476 | \$ 5,000 | - | \$ 60,000 | \$ 55,000 | 1100.0% |
| Subtotal - Contracted Services | \$ 74,476 | \$ 5,000 | \$ - | \$ 60,000 | \$ 55,000 | 1100.0% |
| Other Services & Supplies: | | | | | | |
| Community Activity | \$ - | \$ 6,000 | \$ 6,000 | \$ 6,000 | - | 0.0% |
| City-wide Dues & Memberships | 82,746 | 130,600 | 130,600 | 142,963 | 12,363 | 9.5% |
| Council Workshop Meetings | 4,254 | 15,000 | 15,000 | 15,000 | - | 0.0% |
| Meetings/Training/Travel | 7,356 | 12,600 | 12,600 | 15,200 | 2,600 | 20.6% |
| Miscellaneous | 6,913 | 20,000 | 15,000 | 58,048 | 38,048 | 190.2% |
| Youth Commission Activities | 3,915 | 10,000 | 8,000 | - | (10,000) | -100.0% |
| Subtotal - Other Services & Supplies | \$ 105,184 | \$ 194,200 | \$ 187,200 | \$ 237,211 | \$ 43,011 | 22.1% |
| TOTAL | \$ 269,178 | \$ 292,667 | \$ 287,104 | \$ 402,866 | \$ 110,199 | 37.7% |



**City Attorney
Departmental Budget Detail**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---|-------------------|-------------------|-------------------|-------------------|----------------------|--------------|
| | | | | | \$ Chg | % Chg |
| Contracted Services: | | | | | | |
| Legal Services - General | \$ 645,274 | \$ 576,763 | \$ 576,763 | \$ 661,355 | \$ 84,592 | 14.7% |
| Legal Services - Project Specific | - | 8,500 | 8,500 | - | (8,500) | -100.0% |
| Legal Services - Annexations | 9,682 | 64,085 | 64,085 | - | (64,085) | -100.0% |
| Legal Services - Outside Counsel | 16,790 | 80,106 | 80,106 | 80,106 | - | 0.0% |
| Subtotal - Contracted Services | \$ 671,746 | \$ 729,454 | \$ 729,454 | \$ 741,461 | \$ 12,007 | 1.6% |
| Other Services & Supplies: | | | | | | |
| Publications & Subscriptions | \$ 4,656 | \$ 5,340 | \$ 5,340 | \$ 5,000 | \$ (340) | -6.4% |
| Subtotal - Other Services & Supplies | \$ 4,656 | \$ 5,340 | \$ 5,340 | \$ 5,000 | \$ (340) | -6.4% |
| TOTAL | \$ 676,402 | \$ 734,794 | \$ 734,794 | \$ 746,461 | \$ 11,667 | 1.6% |



**City Clerk & Liquor Licensing
Departmental Budget Detail**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---|-------------------|-------------------|-------------------|-------------------|----------------------|---------------|
| | | | | | \$ Chg | % Chg |
| Personnel Services: | | | | | | |
| Salaries and Wages | \$ 114,479 | \$ 134,183 | \$ 137,118 | \$ 171,415 | \$ 37,232 | 27.7% |
| Benefits | 20,684 | 24,153 | 26,919 | 47,586 | 23,433 | 97.0% |
| Subtotal - Personnel Services | \$ 135,163 | \$ 158,336 | \$ 164,037 | \$ 219,001 | \$ 60,665 | 38.3% |
| City Clerk | | | | | | |
| Other Services & Supplies: | | | | | | |
| Professional Services | \$ 40,082 | \$ 270,000 | \$ 161,440 | \$ 50,000 | \$ (220,000) | -81.5% |
| Commission/Board/ Authority Services | 4,502 | 43,000 | 13,500 | 4,700 | (38,300) | -89.1% |
| Printing & Publishing | 13,477 | 20,000 | 10,000 | 10,000 | (10,000) | -50.0% |
| Records Storage | 3,768 | 4,700 | 7,000 | 15,000 | 10,300 | 219.1% |
| Meetings/Training/Travel | 1,270 | 2,600 | 2,600 | - | (2,600) | -100.0% |
| Subtotal - Other Services & Supplies | \$ 63,099 | \$ 340,300 | \$ 194,540 | \$ 79,700 | \$ (260,600) | -76.6% |
| Liquor Licensing | | | | | | |
| Contracted Services: | | | | | | |
| Enforcement Services | \$ 38,904 | \$ 62,600 | \$ 62,600 | \$ 62,600 | \$ - | 0.0% |
| Prosecution Services | - | 2,000 | 3,000 | 5,000 | 3,000 | 150.0% |
| Legal Services - General | 7,391 | 10,000 | 5,000 | 10,000 | - | 0.0% |
| Subtotal - Contracted Services | \$ 46,295 | \$ 74,600 | \$ 70,600 | \$ 77,600 | \$ 3,000 | 4.0% |
| Other Services & Supplies: | | | | | | |
| Printing & Publishing | \$ 424 | \$ - | \$ - | \$ - | \$ - | - |
| Courier Services | 488 | - | - | - | - | - |
| Commission/Board/ Authority Services | 1,707 | 2,100 | 1,500 | 2,100 | - | 0.0% |
| Miscellaneous | 430 | - | 400 | 800 | 800 | - |
| Subtotal - Other Services & Supplies | \$ 3,049 | \$ 2,100 | \$ 1,900 | \$ 2,900 | \$ 800 | 38.1% |
| TOTAL | \$ 247,606 | \$ 575,336 | \$ 431,077 | \$ 379,201 | \$ (196,135) | -34.1% |



**City Manager's Office
Departmental Budget Detail**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---|-------------------|-------------------|-------------------|-------------------|----------------------|---------------|
| | | | | | \$ Chg | % Chg |
| Personnel Services: | | | | | | |
| Salaries and Wages | \$ 576,727 | \$ 555,409 | \$ 555,884 | \$ 723,362 | \$ 167,953 | 30.2% |
| Benefits | 102,082 | 99,973 | 137,133 | 197,340 | 97,367 | 97.4% |
| Subtotal - Personnel Services | \$ 678,809 | \$ 655,382 | \$ 693,017 | \$ 920,702 | \$ 265,320 | 40.5% |
| Other Services & Supplies: | | | | | | |
| Youth Commission Activities | \$ - | \$ - | \$ - | \$ 8,000 | \$ 8,000 | - |
| Dues & Memberships | 1,505 | - | - | - | - | - |
| Miscellaneous | 77 | 5,000 | 5,000 | 5,000 | - | 0.0% |
| Subtotal - Other Services & Supplies | \$ 1,582 | \$ 5,000 | \$ 5,000 | \$ 13,000 | \$ 8,000 | 160.0% |
| TOTAL | \$ 680,391 | \$ 660,382 | \$ 698,017 | \$ 933,702 | \$ 273,320 | 41.4% |



**Economic Development
Departmental Budget Detail**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | | |
|---|----------------|-----------------|-----------------|-------------------|----------------------|----------|--|
| | | | | | \$ Chg | % Chg | |
| Contracted Services: | | | | | | | |
| Project Specific | \$ - | \$ - | \$ - | \$ 100,000 | \$ 100,000 | - | |
| Subtotal - Personnel Services | \$ - | \$ - | \$ - | \$ 100,000 | \$ 100,000 | - | |
| Other Services & Supplies: | | | | | | | |
| Professional Services | \$ - | \$ - | \$ - | \$ 1,500 | \$ 1,500 | - | |
| Printing & Publishing | - | - | - | 10,000 | 10,000 | - | |
| Meetings/Training/Travel | - | - | - | 43,500 | 43,500 | - | |
| Dues & Memberships | - | - | - | 22,000 | 22,000 | - | |
| Subtotal - Other Services & Supplies | \$ - | \$ - | \$ - | \$ 77,000 | \$ 77,000 | - | |
| TOTAL | \$ - | \$ - | \$ - | \$ 177,000 | \$ 177,000 | - | |



Communications
Departmental Budget Detail

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | | |
|---|-------------------|-------------------|-------------------|-------------------|----------------------|---------------|--|
| | | | | | \$ Chg | % Chg | |
| Personnel Services: | | | | | | | |
| Salaries and Wages | \$ 158,511 | \$ 244,999 | \$ 231,097 | \$ 166,920 | \$ (78,079) | -31.9% | |
| Benefits | 28,747 | 44,100 | 60,695 | 46,354 | 2,254 | 5.1% | |
| Internship Wages | - | 11,000 | 28,563 | - | (11,000) | -100.0% | |
| Subtotal - Personnel Services | \$ 187,258 | \$ 300,099 | \$ 320,355 | \$ 213,274 | \$ (86,825) | -28.9% | |
| Contracted Services: | | | | | | | |
| Project Specific | \$ 115,201 | \$ 15,000 | \$ 50,500 | \$ 15,000 | - | 0.0% | |
| Website Hosting & Support Services | 250 | 20,000 | 20,000 | - | (20,000) | -100.0% | |
| Subtotal - Contracted Services | \$ 115,451 | \$ 35,000 | \$ 70,500 | \$ 15,000 | \$ (20,000) | -57.1% | |
| Other Services & Supplies: | | | | | | | |
| Community Services | \$ - | \$ 66,500 | \$ 54,000 | \$ 66,500 | - | 0.0% | |
| Software Supplies | 459 | 3,000 | - | - | (3,000) | -100.0% | |
| Printing & Publishing | 62,187 | 86,000 | 86,000 | 86,000 | - | 0.0% | |
| Dues & Memberships | 4,000 | 4,750 | 5,000 | - | (4,750) | -100.0% | |
| Miscellaneous | 21,773 | 23,000 | 23,000 | 33,000 | 10,000 | 43.5% | |
| Subtotal - Other Services & Supplies | \$ 88,419 | \$ 183,250 | \$ 168,000 | \$ 185,500 | \$ 2,250 | 1.2% | |
| TOTAL | \$ 391,128 | \$ 518,349 | \$ 558,855 | \$ 413,774 | \$ (104,575) | -20.2% | |



Finance
Departmental Budget Detail

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---|---------------------|---------------------|---------------------|---------------------|----------------------|---------------|
| | | | | | \$ Chg | % Chg |
| Personnel Services: | | | | | | |
| Salaries and Wages | \$ 505,531 | \$ 578,801 | \$ 503,059 | \$ 626,406 | \$ 47,605 | 8.2% |
| Benefits | 66,796 | 104,184 | 127,719 | 173,904 | 69,720 | 66.9% |
| Subtotal - Personnel Services | \$ 572,327 | \$ 682,985 | \$ 630,778 | \$ 800,310 | \$ 117,325 | 17.2% |
| Contracted Services: | | | | | | |
| Supplemental Use Tax Administration | \$ - | \$ - | \$ - | \$ 40,600 | \$ 40,600 | - |
| Auditing Services | 20,930 | 45,000 | 44,800 | 64,500 | 19,500 | 43.3% |
| Financial System Services | 81,645 | 170,000 | 86,224 | 70,000 | (100,000) | -58.8% |
| Sales Tax Collection / Processing Services | - | - | - | 300,000 | 300,000 | - |
| Project Specific | 62,671 | 60,000 | 28,000 | 105,000 | 45,000 | 75.0% |
| Subtotal - Contracted Services | \$ 165,246 | \$ 275,000 | \$ 159,024 | \$ 580,100 | \$ 305,100 | 110.9% |
| Other Services & Supplies: | | | | | | |
| Revenue Collection Services: | | | | | | |
| County Vendor Fee | \$ 230,289 | \$ 215,602 | \$ 209,020 | \$ - | \$ (215,602) | -100.0% |
| County Treasurer's Fee | 71,817 | 74,092 | 77,055 | - | (74,092) | -100.0% |
| Bank/Merchant Processing Services | 12,084 | 7,500 | 39,101 | 50,200 | 42,700 | 569.3% |
| Printing & Publishing | 11,110 | - | - | - | - | - |
| Miscellaneous | 104 | 5,000 | 3,299 | 5,000 | - | 0.0% |
| Subtotal - Other Services & Supplies | \$ 325,404 | \$ 302,194 | \$ 328,475 | \$ 55,200 | \$ (246,994) | -81.7% |
| TOTAL | \$ 1,062,977 | \$ 1,260,179 | \$ 1,118,277 | \$ 1,435,610 | \$ 175,431 | 13.9% |



**Nondepartmental
Departmental Budget Detail**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | | |
|---|-------------------|-------------------|---------------------|-------------------|----------------------|----------------|----------|
| | | | | | \$ Chg | % Chg | |
| Transition Costs | | | | | | | |
| Contracted Services: | | | | | | | |
| Animal Services | \$ - | \$ 70,000 | \$ 100,000 | \$ - | \$ (70,000) | -100.0% | |
| Public Works Services | - | 625,000 | 625,000 | - | (625,000) | -100.0% | |
| Subtotal - Contracted Services | \$ - | \$ 695,000 | \$ 725,000 | \$ - | \$ (695,000) | -100.0% | |
| Southglenn Project | | | | | | | |
| Contracted Services: | | | | | | | |
| Legal Services - General | \$ - | \$ - | \$ - | \$ - | \$ - | - | - |
| Subtotal - Contracted Services | \$ - | \$ - | \$ - | \$ - | \$ - | - | - |
| Other Services & Supplies: | | | | | | | |
| Miscellaneous | \$ - | \$ 100,000 | \$ 100,000 | \$ - | \$ (100,000) | -100.0% | |
| Subtotal - Other Services & Supplies | \$ - | \$ 100,000 | \$ 100,000 | \$ - | \$ (100,000) | -100.0% | |
| Other Unanticipated | | | | | | | |
| Other Services & Supplies: | | | | | | | |
| Revenue Collection Services: | | | | | | | |
| County Vendor Fee | \$ - | \$ - | \$ - | \$ 209,909 | \$ 209,909 | - | - |
| County Treasurer's Fee | - | - | - | 75,514 | 75,514 | - | - |
| Miscellaneous | 651,192 | 100,000 | 515,800 | 200,000 | 100,000 | 100.0% | |
| Subtotal - Other Services & Supplies | \$ 651,192 | \$ 100,000 | \$ 515,800 | \$ 485,423 | \$ 385,423 | 385.4% | |
| Capital Outlay | | | | | | | |
| Land | \$ - | \$ - | \$ 334,870 | \$ - | \$ - | - | - |
| Building | - | - | 3,769,670 | - | - | - | - |
| Subtotal - Capital Outlay | \$ - | \$ - | \$ 4,104,540 | \$ - | \$ - | - | - |
| TOTAL | \$ 651,192 | \$ 895,000 | \$ 5,445,340 | \$ 485,423 | \$ (409,577) | -45.8% | |



**Central Services
Departmental Budget Detail**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---------------------------------------|-------------------|-------------------|-------------------|-------------------|----------------------|--------------|
| | | | | | \$ Chg | % Chg |
| Personnel Services: | | | | | | |
| Salaries and Wages | \$ 323,326 | \$ - | \$ - | \$ - | - | - |
| Benefits | 62,523 | - | - | - | - | - |
| Subtotal - Personnel Services | \$ 385,849 | \$ - | \$ - | \$ - | - | - |
| Other Services & Supplies: | | | | | | |
| Office Supplies | \$ 62,071 | \$ 70,000 | \$ 82,800 | \$ 70,000 | - | 0.0% |
| Postage & Courier Services | 13,163 | 27,400 | 17,700 | 28,400 | 1,000 | 3.6% |
| Printing & Publishing | 6,265 | 31,600 | 31,600 | 34,300 | 2,700 | 8.5% |
| Publications and Subscriptions | 4,331 | 5,000 | 5,000 | 6,000 | 1,000 | 20.0% |
| Dues and Memberships | 8,839 | 16,500 | 16,500 | 40,940 | 24,440 | 148.1% |
| Meetings/Training/Travel | 31,605 | 48,000 | 48,000 | 75,650 | 27,650 | 57.6% |
| Tuition Reimbursement Program | - | 15,000 | 3,000 | 15,000 | - | 0.0% |
| Miscellaneous | 9,995 | 10,000 | 10,000 | 10,000 | - | 0.0% |
| Supplies | \$ 136,269 | \$ 223,500 | \$ 214,600 | \$ 280,290 | \$ 56,790 | 25.4% |
| TOTAL | \$ 522,118 | \$ 223,500 | \$ 214,600 | \$ 280,290 | \$ 56,790 | 25.4% |



Human Resources & Risk Management Services
Departmental Budget Detail

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | | |
|---|-------------------|---------------------|---------------------|-------------------|----------------------|---------------|--|
| | | | | | \$ Chg | % Chg | |
| Human Resources | | | | | | | |
| Personnel Services: | | | | | | | |
| Salaries and Wages | \$ 26,669 | \$ 236,405 | \$ 255,239 | \$ 286,896 | \$ 50,491 | 21.4% | |
| Benefits | 3,587 | 42,553 | 66,265 | 79,644 | 37,091 | 87.2% | |
| Internship Wages | - | - | - | 85,080 | 85,080 | - | |
| Subtotal - Personnel Services | \$ 30,256 | \$ 278,958 | \$ 321,504 | \$ 451,620 | \$ 172,662 | 61.9% | |
| Contracted Services: | | | | | | | |
| Payroll Processing | \$ 45,046 | \$ 30,000 | \$ 26,000 | \$ 30,000 | - | 0.0% | |
| Temporary Personnel | 106,227 | 35,000 | 85,000 | 35,000 | - | 0.0% | |
| Project Specific | 1,630 | 10,000 | 10,000 | 8,500 | (1,500) | -15.0% | |
| Subtotal - Contracted Services | \$ 152,903 | \$ 75,000 | \$ 121,000 | \$ 73,500 | \$ (1,500) | -2.0% | |
| Other Services & Supplies: | | | | | | | |
| Personnel Recruitment Services | \$ 35,095 | \$ 40,000 | \$ 15,000 | \$ 20,000 | \$ (20,000) | -50.0% | |
| Personnel Services: | | | | | | | |
| Benefit Cost Increases | - | 170,000 | - | - | (170,000) | -100.0% | |
| Raise Pool | - | 140,188 | 101,805 | - | (140,188) | -100.0% | |
| Benefit Improvement Costs | 975 | 55,000 | 47,386 | - | (55,000) | -100.0% | |
| Miscellaneous | 496 | - | - | - | - | - | |
| Subtotal - Other Services & Supplies | \$ 36,566 | \$ 405,188 | \$ 164,191 | \$ 20,000 | \$ (385,188) | -95.1% | |
| Risk Management | | | | | | | |
| Other Services & Supplies: | | | | | | | |
| Property & Casualty Insurance Services | \$ 401,861 | \$ 400,000 | \$ 410,000 | \$ 410,000 | \$ 10,000 | 2.5% | |
| Workers Compensation Insurance Services | 8,009 | 15,000 | 15,000 | 20,000 | 5,000 | 33.3% | |
| Subtotal - Other Services & Supplies | \$ 409,870 | \$ 415,000 | \$ 425,000 | \$ 430,000 | \$ 15,000 | 3.6% | |
| TOTAL | \$ 629,595 | \$ 1,174,146 | \$ 1,031,695 | \$ 975,120 | \$ (199,026) | -17.0% | |



**Support Services
Departmental Budget Detail**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---|-------------------|---------------------|---------------------|-------------------|----------------------|---------------|
| | | | | | \$ Chg | % Chg |
| Facilities | | | | | | |
| Personnel Services: | | | | | | |
| Salaries and Wages | \$ - | \$ 134,950 | \$ 115,007 | \$ 201,756 | \$ 66,806 | 49.5% |
| Benefits | - | 24,291 | 26,751 | 56,008 | 31,717 | 130.6% |
| Subtotal - Personnel Services | \$ - | \$ 159,241 | \$ 141,758 | \$ 257,764 | \$ 98,523 | 61.9% |
| Contracted Services: | | | | | | |
| Security Services | \$ 114,647 | \$ 116,600 | \$ 60,000 | \$ 80,000 | \$ (36,600) | -31.4% |
| Subtotal - Contracted Services | \$ 114,647 | \$ 116,600 | \$ 60,000 | \$ 80,000 | \$ (36,600) | -31.4% |
| Other Services & Supplies: | | | | | | |
| Leasing Services - Office Space | \$ 331,080 | \$ 346,980 | \$ 346,980 | \$ - | \$ (346,980) | -100.0% |
| Leasing Services - Additional Space | - | 156,000 | 156,000 | 10,000 | (146,000) | -93.6% |
| Leasing Services - Land Use Services Sublease | (61,458) | - | - | - | - | - |
| Professional Services | - | 350,000 | 350,000 | - | (350,000) | -100.0% |
| Utilities - Office Space | 31,923 | 35,500 | 39,048 | 47,000 | 11,500 | 32.4% |
| Utilities - Additional Space | - | 5,000 | 5,000 | - | (5,000) | -100.0% |
| Telephone - Long Distance | 4,055 | 4,000 | 4,000 | 4,400 | 400 | 10.0% |
| Telephone/Data - Local, Circuits | 24,242 | 40,000 | 41,000 | 46,000 | 6,000 | 15.0% |
| Telephone - Cellular | 9,765 | 15,000 | 14,225 | 15,000 | - | 0.0% |
| Equipment - Purchased | 4,404 | 25,000 | 25,000 | 25,000 | - | 0.0% |
| Equipment/Building - Rental, Repair, Maintenance | 49,551 | 72,000 | 72,000 | 100,000 | 28,000 | 38.9% |
| Office Furniture & Fixtures | 83,810 | 39,100 | 39,100 | 39,100 | - | 0.0% |
| Subtotal - Other Services & Supplies | \$ 477,372 | \$ 1,088,580 | \$ 1,092,353 | \$ 286,500 | \$ (802,080) | -73.7% |
| Fleet | | | | | | |
| Other Services & Supplies: | | | | | | |
| Vehicle Fuel & Maintenance Supplies | \$ - | \$ 4,500 | \$ 4,730 | \$ 8,000 | \$ 3,500 | 77.8% |
| Subtotal - Other Services & Supplies | \$ - | \$ 4,500 | \$ 4,730 | \$ 8,000 | \$ 3,500 | 77.8% |



Support Services (Cont.)
Departmental Budget Detail

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | | |
|---|-------------------|---------------------|---------------------|---------------------|----------------------|---------------|--|
| | | | | | \$ Chg | % Chg | |
| Information Technology | | | | | | | |
| Contracted Services: | | | | | | | |
| Information Technology Outsourcing Services | \$ 96,775 | \$ 128,000 | \$ 122,000 | \$ 135,000 | \$ 7,000 | 5.5% | |
| Financial System Services | - | - | - | 78,100 | 78,100 | - | |
| Website Hosting & Support Services | - | 25,000 | - | 20,000 | (5,000) | -20.0% | |
| Agenda, Video Production & Streaming Services | - | - | - | 69,000 | 69,000 | - | |
| Project Specific | - | 30,000 | 30,000 | 30,000 | - | 0.0% | |
| Subtotal - Contracted Services | \$ 96,775 | \$ 183,000 | \$ 152,000 | \$ 332,100 | \$ 149,100 | 81.5% | |
| Other Services & Supplies: | | | | | | | |
| Internet Access Services | \$ 2,036 | \$ 2,400 | \$ 2,400 | \$ 2,400 | - | 0.0% | |
| Professional Services | 4,420 | - | - | - | - | - | |
| Equipment - Purchased | 92,416 | 58,000 | 58,000 | 58,000 | - | 0.0% | |
| Software Supplies | 7,139 | 10,000 | 11,525 | 27,700 | 17,700 | 177.0% | |
| Miscellaneous | 1,625 | 10,000 | 5,000 | 10,000 | - | 0.0% | |
| Subtotal - Other Services & Supplies | \$ 107,636 | \$ 80,400 | \$ 76,925 | \$ 98,100 | \$ 17,700 | 22.0% | |
| TOTAL | \$ 796,430 | \$ 1,632,321 | \$ 1,527,766 | \$ 1,062,464 | \$ (569,857) | -34.9% | |



**Public Works
Departmental Budget Detail**

| | 2007 | | 2008 | | 2008 | | 2009 | | 2008/2009 | | |
|---|-----------|------------------|-----------|------------------|-----------|------------------|-----------|------------------|-----------|--------------------|----------------|
| | Actual | | Adopted | | Revised | | Adopted | | Adopted | | |
| | | | | | | | | | \$ Chg | % Chg | |
| Personnel Services: | | | | | | | | | | | |
| Salaries and Wages | \$ | - | \$ | - | \$ | - | \$ | 167,818 | \$ | 167,818 | - |
| Benefits | | - | | - | | - | | 43,086 | | 43,086 | - |
| Subtotal - Personnel Services | \$ | - | \$ | - | \$ | - | \$ | 210,904 | \$ | 210,904 | - |
| Contracted Services: | | | | | | | | | | | |
| Contracted Services - Intergovernmental Agreement (IGA): | | | | | | | | | | | |
| Arapahoe County - Program Management | | | | | | | | | | | |
| <u>Engineering</u> | | | | | | | | | | | |
| Eng. Administration | | | | | | | | | | | |
| Management | \$ | 275,650 | \$ | 122,136 | \$ | 122,136 | \$ | - | \$ | (122,136) | -100.0% |
| Operations | | 72,217 | | 37,748 | | 37,748 | | - | | (37,748) | -100.0% |
| Land Development Services | | 44,685 | | 23,933 | | 23,933 | | - | | (23,933) | -100.0% |
| Capital Improvement Program | | 578,276 | | 235,957 | | 235,957 | | - | | (235,957) | -100.0% |
| Traffic Operations | | 197,556 | | 93,877 | | 93,877 | | - | | (93,877) | -100.0% |
| Property Mapping | | 12,595 | | 6,593 | | 6,593 | | - | | (6,593) | -100.0% |
| Indirect Costs | | 284,262 | | 124,656 | | 124,656 | | - | | (124,656) | -100.0% |
| Total Engineering | \$ | 1,465,241 | \$ | 644,900 | \$ | 644,900 | \$ | - | \$ | (644,900) | -100.0% |
| <u>Streets</u> | | | | | | | | | | | |
| Pavement Maintenance | \$ | 2,384,472 | \$ | 708,892 | \$ | 708,892 | \$ | - | \$ | (708,892) | -100.0% |
| Gravel Maintenance | | 8,743 | | 5,212 | | 5,212 | | - | | (5,212) | -100.0% |
| Signs/Striping | | 401,935 | | 213,710 | | 213,710 | | - | | (213,710) | -100.0% |
| ROW Maintenance | | 142,466 | | 72,974 | | 72,974 | | - | | (72,974) | -100.0% |
| Snow/Ice Removal | | 792,720 | | 556,669 | | 556,669 | | - | | (556,669) | -100.0% |
| Concrete Maintenance | | 448,411 | | 187,648 | | 187,648 | | - | | (187,648) | -100.0% |
| Weed Control | | 12,215 | | 6,000 | | 6,000 | | - | | (6,000) | -100.0% |
| Minor Maintenance | | 209,818 | | 106,334 | | 106,334 | | - | | (106,334) | -100.0% |
| Indirect Costs | | 148,924 | | 54,586 | | 54,586 | | - | | (54,586) | -100.0% |
| Total Streets | \$ | 4,549,704 | \$ | 1,912,025 | \$ | 1,912,025 | \$ | - | \$ | (1,912,025) | -100.0% |
| <u>Indirect/Other IGA Costs</u> | | | | | | | | | | | |
| Other IGA Costs | \$ | 281,003 | \$ | 37,671 | \$ | 37,671 | \$ | - | \$ | (37,671) | -100.0% |
| Total Indirect/Other IGA Costs | \$ | 281,003 | \$ | 37,671 | \$ | 37,671 | \$ | - | \$ | (37,671) | -100.0% |
| Total Contracted Services - IGA | \$ | 6,295,948 | \$ | 2,594,596 | \$ | 2,594,596 | \$ | - | \$ | (2,594,596) | -100.0% |
| Public Works Service Provider | \$ | - | \$ | 1,226,898 | \$ | 4,050,906 | \$ | 8,767,365 | \$ | 7,540,467 | 614.6% |
| Total Other Contracted Services | \$ | - | \$ | 1,226,898 | \$ | 4,050,906 | \$ | 8,767,365 | \$ | 7,540,467 | 614.6% |
| <u>Capital Improvement Program</u> | | | | | | | | | | | |
| CIP Management | \$ | - | \$ | 490,000 | \$ | 490,000 | \$ | - | \$ | (490,000) | -100.0% |
| Other Capital Improvement Program Fees | | - | | 199,566 | | - | | - | | (199,566) | -100.0% |
| Total Capital Improvement Program | \$ | - | \$ | 689,566 | \$ | 490,000 | \$ | - | \$ | (689,566) | -100.0% |



**Public Works (Cont.)
Departmental Budget Detail**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | | |
|---|---------------------|---------------------|---------------------|---------------------|-----------------------|---------------|--|
| | | | | | \$ Chg | % Chg | |
| <u>Other Program Services</u> | | | | | | | |
| Animal Disposal | \$ - | \$ - | \$ 15,000 | \$ 40,000 | \$ 40,000 | - | |
| Mosquito Control | - | - | - | 34,460 | 34,460 | - | |
| Other Professional Services | - | - | - | 15,000 | 15,000 | - | |
| Total Other Public Works Services | \$ - | \$ - | \$ 15,000 | \$ 89,460 | \$ 89,460 | - | |
| Total Contracted Services - Non-IGA | \$ - | \$ 1,916,464 | \$ 4,555,906 | \$ 8,856,825 | \$ 6,940,361 | 362.1% | |
| Total Contracted Services - Program Management | \$ 6,295,948 | \$ 4,511,060 | \$ 7,150,502 | \$ 8,856,825 | \$ 4,345,765 | 96.3% | |
| Other Contracted Services: | | | | | | | |
| Maint. / Operations | | | | | | | |
| <u>Streets</u> | | | | | | | |
| Street Resurfacing | \$ 3,522,054 | \$ 5,352,000 | \$ 4,293,758 | \$ - | \$ (5,352,000) | -100.0% | |
| Concrete Replacement | 1,600,424 | 689,270 | 314,813 | - | (689,270) | -100.0% | |
| Materials - Snow Removal | - | - | 150,000 | 287,500 | 287,500 | - | |
| Materials - Asphalt | - | - | 44,219 | 92,100 | 92,100 | - | |
| Materials - Fuel | - | - | 150,000 | 130,000 | 130,000 | - | |
| On-Call Serv. Hazmat | - | 5,250 | 5,250 | 5,000 | (250) | -4.8% | |
| Concrete Repair | 314,759 | - | - | - | - | - | |
| Sidewalk Construction | 91,591 | - | - | - | - | - | |
| Pavement Maintenance | - | - | - | - | - | - | |
| Concrete Maintenance | - | - | - | - | - | - | |
| Temp. Inspection Help | 79,914 | 92,925 | 92,925 | - | (92,925) | -100.0% | |
| City Signs | - | 20,000 | 20,000 | - | (20,000) | -100.0% | |
| Bridge Maintenance | 40,386 | 105,000 | - | - | (105,000) | -100.0% | |
| TREX/I-25 Interchange Landscaping | 87,818 | 7,500 | 7,500 | 7,500 | - | 0.0% | |
| Weed Spraying | - | 28,350 | - | - | (28,350) | -100.0% | |
| Non-IGA Snow/Ice Removal | 336,068 | - | - | - | - | - | |
| Subtotal Streets and Roads | \$ 6,073,014 | \$ 6,300,295 | \$ 5,078,465 | \$ 522,100 | \$ (5,778,195) | -91.7% | |
| Total Other Contracted Services: Maint. / Operations | \$ 6,073,014 | \$ 6,300,295 | \$ 5,078,465 | \$ 522,100 | \$ (5,778,195) | -91.7% | |
| Other Contracted Services - Engineering | | | | | | | |
| <u>Bridge Maintenance</u> | | | | | | | |
| Bridge Maintenance - Data Collection | \$ - | \$ 21,000 | \$ - | \$ - | \$ (21,000) | -100.0% | |
| Subtotal Bridge Maintenance | \$ - | \$ 21,000 | \$ - | \$ - | \$ (21,000) | -100.0% | |
| <u>Drainage and Stormwater</u> | | | | | | | |
| Cottonwood Creek Master Plan | \$ 15,000 | \$ - | \$ - | \$ - | \$ - | - | |
| NPDES Fee | 2,510 | - | - | - | - | - | |
| Subtotal Drainage and Stormwater | \$ 17,510 | \$ - | \$ - | \$ - | \$ - | - | |



**Public Works (Cont.)
Departmental Budget Detail**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | | |
|---|----------------------|----------------------|----------------------|----------------------|-----------------------|----------------|---|
| | | | | | \$ Chg | % Chg | |
| Traffic Engineering | | | | | | | |
| Traffic Calming Design | \$ - | \$ - | \$ - | \$ - | \$ - | - | - |
| Traffic Program Implementation (NTMP - Neighborhood Traffic Management Plan) | - | 178,500 | 378,500 | - | (178,500) | -100.0% | |
| Subtotal Traffic Engineering | \$ - | \$ 178,500 | \$ 378,500 | \$ - | \$ (178,500) | -100.0% | |
| Roadway Engineering | | | | | | | |
| Geotech Roadway Design - Professional Services | \$ 2,873 | \$ 24,675 | \$ - | \$ - | \$ (24,675) | -100.0% | |
| Geotech Testing - Professional Services | 20,794 | 54,000 | 54,000 | - | (54,000) | -100.0% | |
| Roadway Data Collection | - | 10,500 | 99,625 | - | (10,500) | -100.0% | |
| On-Call Services | - | - | - | - | - | - | - |
| Utility Cut Pricing Study | - | - | - | - | - | - | - |
| Subtotal Roadway Engineering | \$ 23,667 | \$ 89,175 | \$ 153,625 | \$ - | \$ (89,175) | -100.0% | |
| Traffic Signals | | | | | | | |
| Signal Survey - Professional Services | \$ 850 | \$ 12,600 | \$ 12,600 | \$ - | \$ (12,600) | -100.0% | |
| Signal Pole Inspections - Professional Services | - | - | - | 75,000 | 75,000 | - | |
| Traffic Congestion Mitigation | 3,485 | 30,000 | - | - | (30,000) | -100.0% | |
| Warrant Studies | - | 21,000 | 14,000 | - | (21,000) | -100.0% | |
| Signal Additions/Repair | 2,546 | 31,500 | 31,500 | 33,075 | 1,575 | 5.0% | |
| Signal Maintenance | 131,457 | 126,000 | 126,000 | 132,300 | 6,300 | 5.0% | |
| Subtotal Traffic Signals | \$ 138,338 | \$ 221,100 | \$ 184,100 | \$ 240,375 | \$ 19,275 | 8.7% | |
| Total Other Contracted Services - Engineering | \$ 179,515 | \$ 509,775 | \$ 716,225 | \$ 240,375 | \$ (269,400) | -52.8% | |
| Total Contracted Services - Engineering | \$ 12,548,477 | \$ 11,321,130 | \$ 12,945,192 | \$ 9,619,300 | \$ (1,701,830) | -15.0% | |
| Other Services & Supplies: | | | | | | | |
| Utilities - Street Lights | \$ 662,392 | \$ 889,035 | \$ 694,570 | \$ 933,487 | \$ 44,452 | 5.0% | |
| Maintenance - Street Lights | 75,184 | 33,285 | 63,540 | 34,949 | 1,664 | 5.0% | |
| Utilities - Other Maintenance | - | 5,565 | 4,589 | 5,843 | 278 | 5.0% | |
| Utilities - Traffic Signals | 58,218 | 94,500 | 63,259 | 99,225 | 4,725 | 5.0% | |
| Utilities - Other | 3,362 | 5,565 | 5,565 | 5,843 | 278 | 5.0% | |
| Subtotal Street Lights | \$ 799,156 | \$ 1,027,950 | \$ 831,523 | \$ 1,079,347 | \$ 51,397 | 5.0% | |
| Public Works Transition Costs | \$ - | \$ 1,300,000 | \$ - | \$ - | \$ (1,300,000) | -100.0% | |
| Subtotal - Other Services & Supplies | \$ 799,156 | \$ 2,327,950 | \$ 831,523 | \$ 1,079,347 | \$ (1,248,603) | -53.6% | |
| Total Public Works, Before Transfers | \$ 13,347,633 | \$ 13,649,080 | \$ 13,776,715 | \$ 10,909,551 | \$ (2,739,529) | -20.1% | |
| Transfer to Capital Improvement Fund | \$ 3,880,306 | \$ 700,000 | \$ 900,000 | \$ 5,581,800 | \$ 4,881,800 | 697.4% | |
| Total Public Works and Capital Improvement Fund Transfer | \$ 17,227,939 | \$ 14,349,080 | \$ 14,676,715 | \$ 16,491,351 | \$ 2,142,271 | 14.9% | |



**Public Safety
Departmental Budget Detail**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|-------------|
| | | | | | \$ Chg | % Chg |
| Contracted Services: | | | | | | |
| Arapahoe County Intergovernmental Agreement: | | | | | | |
| Sheriffs Office Services | \$ 19,180,802 | \$ 19,358,500 | \$ 19,396,800 | \$ 20,026,350 | \$ 667,850 | 3.4% |
| Record Management System Upgrade | 42,808 | - | - | - | - | - |
| New World System Upgrades | 10,900 | - | - | - | - | - |
| Disaster Recovery Software | 11,500 | - | - | - | - | - |
| South Metro Secretary | - | 32,500 | 32,500 | - | (32,500) | -100.0% |
| Victim Assistance Counselor | - | 42,200 | 42,200 | - | (42,200) | -100.0% |
| Evidence Custodian | - | 31,600 | 31,600 | - | (31,600) | -100.0% |
| Additional Temporary Salary | - | 2,700 | 2,700 | - | (2,700) | -100.0% |
| Computer Server & Software | - | - | - | 11,246 | 11,246 | - |
| Subtotal - Contracted Services | \$ 19,246,010 | \$ 19,467,500 | \$ 19,505,800 | \$ 20,037,596 | \$ 570,096 | 2.9% |
| Less Allocation to Municipal Court: | | | | | | |
| Traffic Officers | (1,151,592) | (1,464,200) | (1,464,200) | (1,464,200) | - | 0.0% |
| Indirect | (148,700) | (189,100) | (189,100) | (189,100) | - | 0.0% |
| TOTAL | \$ 17,945,718 | \$ 17,814,200 | \$ 17,852,500 | \$ 18,384,296 | \$ 570,096 | 3.2% |



**Animal Services
Departmental Budget Detail**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---|-------------------|-------------------|-------------------|-------------------|----------------------|----------------|
| | | | | | \$ Chg | % Chg |
| Contracted Services: | | | | | | |
| Arapahoe County Intergovernmental Agreement: | | | | | | |
| Animal Services | \$ 410,030 | \$ 215,543 | \$ 215,543 | \$ - | \$ (215,543) | -100.0% |
| Mosquito Control | 28,630 | - | 33,180 | - | - | - |
| Indirect Costs | 12,764 | 17,614 | 17,614 | - | (17,614) | -100.0% |
| Animal Control - Ord. | 50,000 | - | - | - | - | - |
| Animal Control Services | - | - | - | 575,390 | 575,390 | - |
| Subtotal - Contracted Services | \$ 501,424 | \$ 233,157 | \$ 266,337 | \$ 575,390 | \$ 342,233 | 146.8% |
| Other Services & Supplies: | | | | | | |
| City Services: | | | | | | |
| Animal Services | \$ - | \$ 222,832 | \$ 280,195 | \$ - | \$ (222,832) | -100.0% |
| Mosquito Control | - | 33,180 | 33,180 | - | (33,180) | -100.0% |
| Vehicle Replacement | - | 13,650 | - | - | (13,650) | -100.0% |
| Indirect Costs | - | 18,611 | - | - | (18,611) | -100.0% |
| Animal Services Transition | - | - | 286,733 | - | - | - |
| Subtotal - Other Services & Supplies | \$ - | \$ 288,273 | \$ 600,108 | \$ - | \$ (288,273) | -100.0% |
| TOTAL | \$ 501,424 | \$ 521,430 | \$ 866,445 | \$ 575,390 | \$ 53,960 | 10.3% |



**Municipal Court
Departmental Budget Detail**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | | |
|---|---------------------|---------------------|---------------------|---------------------|----------------------|--------------|--|
| | | | | | \$ Chg | % Chg | |
| Personnel Services: | | | | | | | |
| Salaries and Wages | \$ 292,151 | \$ 310,205 | \$ 299,206 | \$ 263,014 | \$ (47,191) | -15.2% | |
| Benefits | 61,707 | 55,837 | 88,890 | 73,014 | 17,177 | 30.8% | |
| Subtotal - Personnel Services | \$ 353,858 | \$ 366,042 | \$ 388,096 | \$ 336,028 | \$ (30,014) | -8.2% | |
| Contracted Services: | | | | | | | |
| Arapahoe County Intergovernmental Agreement: | | | | | | | |
| Traffic Officer Services | \$ 1,151,592 | \$ 1,464,200 | \$ 1,464,200 | \$ 1,464,200 | \$ - | 0.0% | |
| Indirect Costs | 148,700 | 189,100 | 189,100 | 189,100 | - | 0.0% | |
| Temporary Personnel | 193 | - | 11,318 | 500 | 500 | - | |
| Judge Services | 68,464 | 71,000 | 71,000 | 71,000 | - | 0.0% | |
| Bailiff Services | - | 12,000 | - | - | (12,000) | -100.0% | |
| Prosecution Services | 29,935 | 39,600 | 36,000 | 40,000 | 400 | 1.0% | |
| Legal Services - General | 5,814 | 25,000 | 25,000 | 25,000 | - | 0.0% | |
| Subtotal - Contracted Services | \$ 1,404,698 | \$ 1,800,900 | \$ 1,796,618 | \$ 1,789,800 | \$ (11,100) | -0.6% | |
| Other Services & Supplies: | | | | | | | |
| Professional Services | \$ - | \$ 30,000 | \$ 30,000 | \$ 60,000 | \$ 30,000 | 100.0% | |
| Postage & Courier | 3,828 | 8,700 | 4,500 | 4,500 | (4,200) | -48.3% | |
| Printing & Publishing | 8,350 | 15,700 | 15,700 | 15,700 | - | 0.0% | |
| Bank/Merchant Processing | 10,030 | 16,400 | 11,000 | 16,400 | - | 0.0% | |
| Leasing Services - Office Space | 28,704 | - | - | - | - | - | |
| Equipment - Purchased | 3,077 | 1,500 | 1,000 | - | (1,500) | -100.0% | |
| Equipment - Rental, Repair, Maintenance | 3,392 | 10,000 | 5,000 | 29,979 | 19,979 | 199.8% | |
| Software Supplies | - | 5,000 | - | - | (5,000) | -100.0% | |
| Commission/Board/ Authority Services | 225 | 13,180 | 10,000 | 10,000 | (3,180) | -24.1% | |
| Office Supplies | 6,714 | 7,800 | 9,000 | 8,000 | 200 | 2.6% | |
| Dues and Memberships | 70 | 700 | 550 | 550 | (150) | -21.4% | |
| Meetings/Training/Travel | 3,814 | 6,400 | 6,000 | 7,680 | 1,280 | 20.0% | |
| Miscellaneous | 1,421 | 4,700 | 3,000 | 3,000 | (1,700) | -36.2% | |
| Subtotal - Other Services & Supplies | \$ 69,625 | \$ 120,080 | \$ 95,750 | \$ 155,809 | \$ 35,729 | 29.8% | |
| TOTAL | \$ 1,828,181 | \$ 2,287,022 | \$ 2,280,464 | \$ 2,281,637 | \$ (5,385) | -0.2% | |



**Planning & Development
Departmental Budget Detail**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|--|---------------------|---------------------|---------------------|-------------------|----------------------|----------------|
| | | | | | \$ Chg | % Chg |
| Personnel Services: | | | | | | |
| Salaries and Wages | \$ 196,161 | \$ 419,000 | \$ 428,695 | \$ 348,932 | \$ (70,068) | -16.7% |
| Benefits | 22,069 | 75,420 | 110,099 | 96,918 | 21,498 | 28.5% |
| Subtotal - Personnel Services | \$ 218,230 | \$ 494,420 | \$ 538,794 | \$ 445,850 | \$ (48,570) | -9.8% |
| Contracted Services: | | | | | | |
| Project Specific | \$ 4,179 | \$ 140,000 | \$ 120,000 | \$ - | \$ (140,000) | -100.0% |
| Subtotal - Contracted Services | \$ 4,179 | \$ 140,000 | \$ 120,000 | \$ - | \$ (140,000) | -100.0% |
| Other Services & Supplies: | | | | | | |
| Professional Services | \$ - | \$ 15,000 | \$ 15,000 | \$ 6,000 | \$ (9,000) | -60.0% |
| Printing & Publishing | 4,722 | 5,000 | 5,000 | 1,000 | (4,000) | -80.0% |
| Dues & Memberships | 30,000 | 22,000 | 22,000 | - | (22,000) | -100.0% |
| Subtotal - Other Services & Supplies | \$ 34,722 | \$ 42,000 | \$ 42,000 | \$ 7,000 | \$ (35,000) | -83.3% |
| Total Planning & Development Before Transfers | \$ 257,131 | \$ 676,420 | \$ 700,794 | \$ 452,850 | \$ (223,570) | -33.1% |
| Transfers to Land Use Fund: | | | | | | |
| Building Use Tax | \$ 309,328 | \$ 280,313 | \$ 419,800 | \$ 425,000 | \$ 144,687 | 51.6% |
| General Fund Support | 820,166 | 73,935 | (1,598) | 34,829 | (39,106) | -52.9% |
| Subtotal Transfers to Land Use Fund | \$ 1,129,494 | \$ 354,248 | \$ 418,202 | \$ 459,829 | \$ 105,581 | 29.8% |
| TOTAL | \$ 1,386,625 | \$ 1,030,668 | \$ 1,118,996 | \$ 912,679 | \$ (117,989) | -11.4% |



**Code & Zoning Enforcement
Departmental Budget Detail**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | | |
|---|-------------------|-------------------|-------------------|-------------------|----------------------|----------------|--|
| | | | | | \$ Chg | % Chg | |
| Personnel Services: | | | | | | | |
| Salaries and Wages | \$ 63,994 | \$ 115,274 | \$ 5,183 | \$ - | \$ (115,274) | -100.0% | |
| Benefits | 16,253 | 20,749 | 2,035 | - | (20,749) | -100.0% | |
| Subtotal - Personnel Services | \$ 80,247 | \$ 136,023 | \$ 7,218 | \$ - | \$ (136,023) | -100.0% | |
| Contracted Services: | | | | | | | |
| Code Enforcement | \$ 69,977 | \$ 126,108 | \$ 416,738 | \$ 441,617 | \$ 315,509 | 250.2% | |
| Zoning Enforcement | - | 100,000 | - | - | (100,000) | -100.0% | |
| Sign Removal | - | 30,000 | - | - | (30,000) | -100.0% | |
| Subtotal - Contracted Services | \$ 69,977 | \$ 256,108 | \$ 416,738 | \$ 441,617 | \$ 185,509 | 72.4% | |
| Other Services & Supplies: | | | | | | | |
| Professional Services | \$ 14,648 | \$ 30,000 | \$ - | \$ 30,000 | \$ - | 0.0% | |
| Equipment - Purchased | - | 6,000 | 6,000 | - | (6,000) | -100.0% | |
| Software Supplies | - | 15,000 | 15,000 | - | (15,000) | -100.0% | |
| Vehicle Fuel & Maintenance Services | 2,740 | - | - | - | - | - | |
| Printing & Publishing | - | - | - | - | - | - | |
| Miscellaneous | 903 | 2,500 | 675 | - | (2,500) | -100.0% | |
| Subtotal - Other Services & Supplies | \$ 18,291 | \$ 53,500 | \$ 21,675 | \$ 30,000 | \$ (23,500) | -43.9% | |
| Capital Outlay: | | | | | | | |
| Vehicle | \$ 38,519 | \$ - | \$ - | \$ - | \$ - | - | |
| Subtotal - Capital Outlay | \$ 38,519 | \$ - | \$ - | \$ - | \$ - | - | |
| TOTAL | \$ 207,034 | \$ 445,631 | \$ 445,631 | \$ 471,617 | \$ 25,986 | 5.8% | |



**Cherry Park General Improvement District
Fund Budget Detail**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---|------------------|--------------------|------------------|--------------------|----------------------|--------------|
| | | | | | \$ Chg | % Chg |
| REVENUE | | | | | | |
| Property Tax | \$ 34,823 | \$ 35,831 | \$ 35,831 | \$ 35,114 | \$ (717) | -2.0% |
| Specific Ownership | 3,025 | 3,600 | 3,600 | 3,312 | (288) | -8.0% |
| Investment Income | 3,069 | 1,100 | 1,100 | 627 | (473) | -43.0% |
| TOTAL REVENUES | \$ 40,917 | \$ 40,531 | \$ 40,531 | \$ 39,053 | \$ (1,478) | -3.6% |
| EXPENDITURES | | | | | | |
| Contracted Services: | | | | | | |
| General | \$ 20,041 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ - | 0.0% |
| Subtotal - Contracted Services | \$ 20,041 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ - | 0.0% |
| Other Services & Supplies: | | | | | | |
| Revenue Collection Services: | | | | | | |
| County Treasurer's Fee | \$ 523 | \$ 537 | \$ 537 | \$ 526 | \$ (11) | -2.0% |
| Utilities | 5,692 | 8,000 | 8,000 | 8,000 | - | 0.0% |
| Miscellaneous | 1,972 | 6,994 | 6,994 | 5,527 | (1,467) | -21.0% |
| Subtotal - Other Services & Supplies | \$ 8,187 | \$ 15,531 | \$ 15,531 | \$ 14,053 | \$ (1,478) | -9.5% |
| TOTAL EXPENDITURES | \$ 28,228 | \$ 40,531 | \$ 40,531 | \$ 39,053 | \$ (1,478) | -3.6% |
| REVENUE OVER EXPENDITURES | \$ 12,689 | \$ - | \$ - | \$ - | \$ - | - |
| OTHER FINANCING USES | | | | | | |
| Use of Prior Year Fund Balance | \$ - | \$ (87,097) | \$ - | \$ (87,097) | \$ - | 0.0% |
| TOTAL OTHER FINANCING USES | \$ - | \$ (87,097) | \$ - | \$ (87,097) | \$ - | 0.0% |
| NET CHANGE IN FUND BALANCE | \$ 12,689 | \$ (87,097) | \$ - | \$ (87,097) | \$ - | 0.0% |
| FUND BALANCE - BEGINNING OF YEAR | \$ 74,408 | \$ 87,097 | \$ 87,097 | \$ 87,097 | \$ - | 0.0% |
| FUND BALANCE - END OF YEAR | \$ 87,097 | \$ - | \$ 87,097 | \$ - | \$ - | - |

NOTE: The 2008 Adopted Fund Balance - Beginning of Year balance has been updated to reflect the 2007 Fund Balance - End of Year balance as presented in the City's audited financial statements.



**Foxridge General Improvement District
Fund Budget Detail**

| | 2007 | | 2008 | | 2008 | | 2009 | | 2008/2009 | |
|---|-------------------|---------------------|-------------------|-------------------|---------------------|-------------------|--------------|--------|-----------|--|
| | Actual | Adopted | Adopted | Revised | Adopted | Adopted | Adopted | \$ Chg | % Chg | |
| REVENUE | | | | | | | | | | |
| Property Tax | \$ 49,530 | \$ 50,849 | \$ 50,849 | \$ 50,849 | \$ 49,832 | \$ (1,017) | -2.0% | | | |
| Specific Ownership | 4,299 | 5,100 | 5,100 | 5,100 | 4,692 | (408) | -8.0% | | | |
| Investment Income | 4,237 | 1,300 | 1,300 | 1,300 | 741 | (559) | -43.0% | | | |
| TOTAL REVENUES | \$ 58,066 | \$ 57,249 | \$ 57,249 | \$ 57,249 | \$ 55,265 | \$ (1,984) | -3.5% | | | |
| EXPENDITURES | | | | | | | | | | |
| Contracted Services: | | | | | | | | | | |
| General | \$ 25,848 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ - | 0.0% | | | |
| Subtotal - Contracted Services | \$ 25,848 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ - | 0.0% | | | |
| Other Services & Supplies: | | | | | | | | | | |
| Revenue Collection Services: | | | | | | | | | | |
| County Treasurer's Fee | \$ 744 | \$ 763 | \$ 763 | \$ 763 | \$ 747 | \$ (16) | -2.1% | | | |
| Utilities | 455 | 1,000 | 1,000 | 1,000 | 1,000 | - | 0.0% | | | |
| Miscellaneous | 1,036 | 25,486 | 25,486 | 25,486 | 23,518 | (1,968) | -7.7% | | | |
| Subtotal - Other Services & Supplies | \$ 2,235 | \$ 27,249 | \$ 27,249 | \$ 27,249 | \$ 25,265 | \$ (1,984) | -7.3% | | | |
| TOTAL EXPENDITURES | \$ 28,083 | \$ 57,249 | \$ 57,249 | \$ 57,249 | \$ 55,265 | \$ (1,984) | -3.5% | | | |
| REVENUE OVER EXPENDITURES | \$ 29,983 | \$ - | \$ - | \$ - | \$ - | \$ - | - | | | |
| OTHER FINANCING USES | | | | | | | | | | |
| Use of Prior Year Fund Balance | \$ - | \$ (119,169) | \$ - | \$ - | \$ (119,169) | \$ - | 0.0% | | | |
| TOTAL OTHER FINANCING USES | \$ - | \$ (119,169) | \$ - | \$ - | \$ (119,169) | \$ - | 0.0% | | | |
| NET CHANGE IN FUND BALANCE | \$ 29,983 | \$ (119,169) | \$ - | \$ - | \$ (119,169) | \$ - | 0.0% | | | |
| FUND BALANCE - BEGINNING OF YEAR | \$ 89,186 | \$ 119,169 | \$ 119,169 | \$ 119,169 | \$ 119,169 | \$ - | 0.0% | | | |
| FUND BALANCE - END OF YEAR | \$ 119,169 | \$ - | \$ 119,169 | \$ - | \$ - | \$ - | - | | | |

NOTE: The 2008 Adopted Fund Balance - Beginning of Year balance has been updated to reflect the 2007 Fund Balance - End of Year balance as presented in the City's audited financial statements.



**Walnut Hills General Improvement District
Fund Budget Detail**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | |
|---|-------------------|---------------------|-------------------|---------------------|----------------------|---------------|
| | | | | | \$ Chg | % Chg |
| REVENUE | | | | | | |
| Property Tax | \$ 69,403 | \$ 71,149 | \$ 71,149 | \$ 69,726 | \$ (1,423) | -2.0% |
| Specific Ownership | 6,017 | 7,100 | 7,100 | 6,532 | (568) | -8.0% |
| Investment Income | 15,632 | 5,000 | 5,000 | 2,850 | (2,150) | -43.0% |
| Miscellaneous Revenue | 2,992 | - | - | - | - | - |
| TOTAL REVENUES | \$ 94,044 | \$ 83,249 | \$ 83,249 | \$ 79,108 | \$ (4,141) | -5.0% |
| EXPENDITURES | | | | | | |
| Contracted Services: | | | | | | |
| General | \$ 46,893 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ - | 0.0% |
| Subtotal - Contracted Services | \$ 46,893 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ - | 0.0% |
| Other Services & Supplies: | | | | | | |
| Revenue Collection Services: | | | | | | |
| County Treasurer's Fee | \$ 1,041 | \$ 1,067 | \$ 1,067 | \$ 1,046 | \$ (21) | -2.0% |
| Utilities | 160 | 1,000 | 1,000 | 1,000 | - | 0.0% |
| Miscellaneous | 1,241 | 31,182 | 31,182 | 27,062 | (4,120) | -13.2% |
| Subtotal - Other Services & Supplies | \$ 2,442 | \$ 33,249 | \$ 33,249 | \$ 29,108 | \$ (4,141) | -12.5% |
| TOTAL EXPENDITURES | \$ 49,335 | \$ 83,249 | \$ 83,249 | \$ 79,108 | \$ (4,141) | -5.0% |
| REVENUE OVER EXPENDITURES | \$ 44,709 | \$ - | \$ - | \$ - | \$ - | - |
| OTHER FINANCING USES | | | | | | |
| Use of Prior Year Fund Balance | \$ - | \$ (380,019) | \$ - | \$ (380,019) | \$ - | 0.0% |
| TOTAL OTHER FINANCING USES | \$ - | \$ (380,019) | \$ - | \$ (380,019) | \$ - | 0.0% |
| NET CHANGE IN FUND BALANCE | \$ 44,709 | \$ (380,019) | \$ - | \$ (380,019) | \$ - | 0.0% |
| FUND BALANCE - BEGINNING OF YEAR | \$ 335,310 | \$ 380,019 | \$ 380,019 | \$ 380,019 | \$ - | 0.0% |
| FUND BALANCE - END OF YEAR | \$ 380,019 | \$ - | \$ 380,019 | \$ - | \$ - | - |

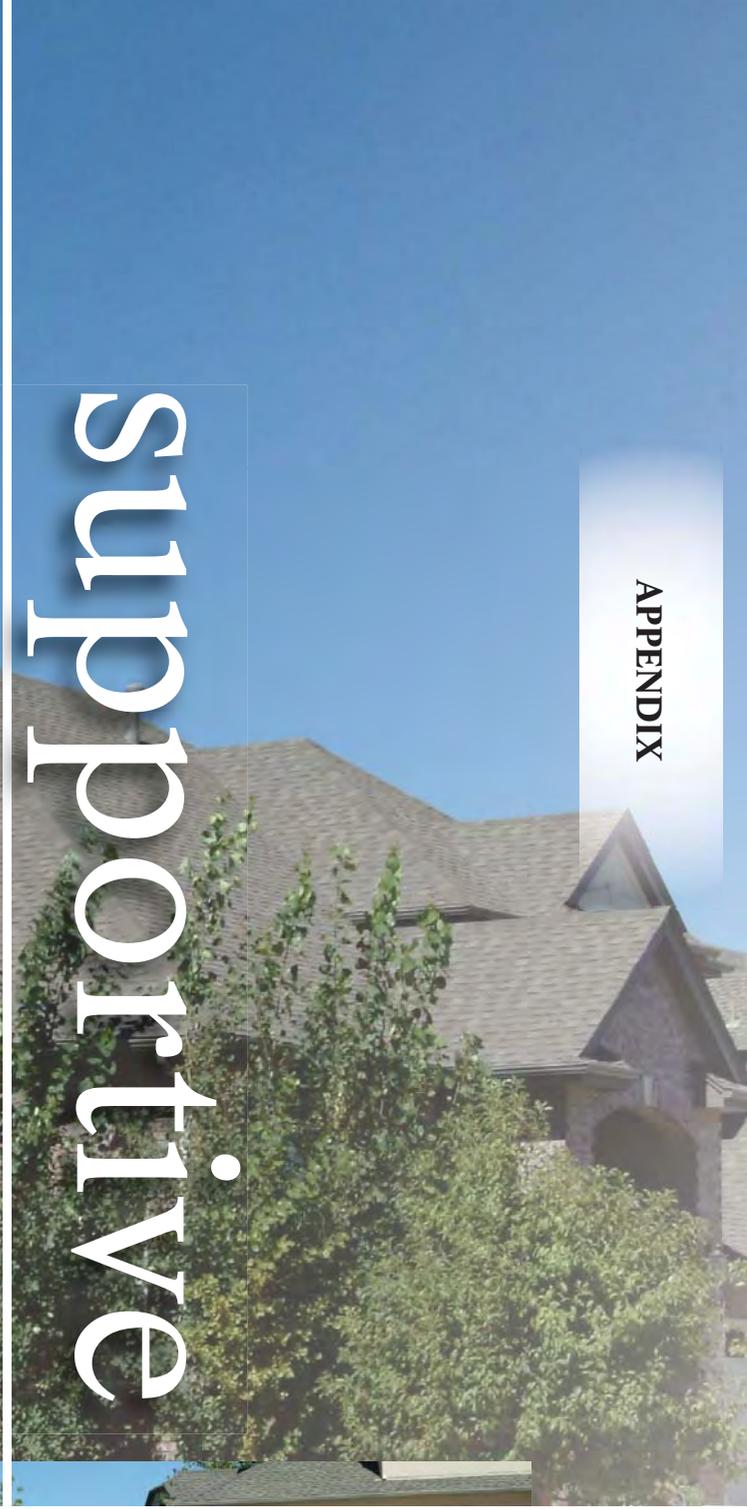
NOTE: The 2008 Adopted Fund Balance - Beginning of Year balance has been updated to reflect the 2007 Fund Balance - End of Year balance as presented in the City's audited financial statements.



**Antelope General Improvement District
Fund Budget Detail**

| | 2007 Actual | 2008 Adopted | 2008 Revised | 2009 Adopted | 2008/2009 Adopted | | |
|---|-------------------|---------------------|---------------------|--------------------|----------------------|---------------|--|
| | | | | | \$ Chg | % Chg | |
| REVENUE | | | | | | | |
| Property Tax | \$ 190,532 | \$ 224,509 | \$ 224,509 | \$ 220,019 | \$ (4,490) | -2.0% | |
| Specific Ownership | 16,539 | 22,500 | 22,500 | 20,700 | (1,800) | -8.0% | |
| Investment Income | 34,053 | 5,800 | 5,800 | 3,306 | (2,494) | -43.0% | |
| TOTAL REVENUES | \$ 241,124 | \$ 252,809 | \$ 252,809 | \$ 244,025 | \$ (8,784) | -3.5% | |
| EXPENDITURES | | | | | | | |
| Contracted Services: | | | | | | | |
| General | \$ 34,784 | \$ - | \$ - | \$ - | \$ - | - | |
| Subtotal - Contracted Services | \$ 34,784 | \$ - | \$ - | \$ - | \$ - | - | |
| Other Services & Supplies: | | | | | | | |
| Revenue Collection Services: | | | | | | | |
| County Treasurer's Fee | \$ 2,861 | \$ 3,368 | \$ 3,368 | \$ 3,300 | \$ (68) | -2.0% | |
| Debt Service: | | | | | | | |
| Principal | 15,000 | 55,000 | 55,000 | 60,000 | 5,000 | 9.1% | |
| Interest | 147,064 | 146,426 | 536,426 | 144,501 | (1,925) | -1.3% | |
| Miscellaneous | 6,020 | 48,015 | 48,015 | 36,224 | (11,791) | -24.6% | |
| Subtotal - Other Services & Supplies | \$ 170,945 | \$ 252,809 | \$ 642,809 | \$ 244,025 | \$ (8,784) | -3.5% | |
| TOTAL EXPENDITURES | \$ 205,729 | \$ 252,809 | \$ 642,809 | \$ 244,025 | \$ (8,784) | -3.5% | |
| REVENUE OVER EXPENDITURES | \$ 35,395 | \$ - | \$ (390,000) | \$ - | \$ - | - | |
| OTHER FINANCING USES | | | | | | | |
| Use of Prior Year Fund Balance | \$ - | \$ (422,210) | \$ - | \$ (32,210) | \$ - | 0.0% | |
| TOTAL OTHER FINANCING USES | \$ - | \$ (422,210) | \$ - | \$ (32,210) | \$ - | 0.0% | |
| NET CHANGE IN FUND BALANCE | \$ 35,395 | \$ (422,210) | \$ (390,000) | \$ (32,210) | \$ 390,000 | -92.4% | |
| FUND BALANCE - BEGINNING OF YEAR | \$ 386,815 | \$ 422,210 | \$ 422,210 | \$ 32,210 | \$ (390,000) | -92.4% | |
| FUND BALANCE - END OF YEAR | \$ 422,210 | \$ - | \$ 32,210 | \$ - | \$ - | - | |

NOTE: The 2008 Adopted Fund Balance - Beginning of Year balance has been updated to reflect the 2007 Fund Balance - End of Year balance as presented in the City's audited financial statements.



Supportive

APPENDIX



GLOSSARY

Accrual Basis of Accounting

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

Ad Valorem Tax

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

Adopted

Adopted, as used in the department and division summaries within the budget document, represents the budget as approved by the City Council.

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 by the City as a basis for levying property taxes.

Automobile Use Tax

An Automobile Use Tax of 2.5 percent (2.5%) is collected by automobile dealerships, and remitted to the Arapahoe County Treasurer, on auto purchases made outside of city limits by citizens residing in Centennial.

Balanced Budget

A budget in which planned expenditures do not exceed planned funds available.

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 for all departments within the general, special revenue and capital projects funds.

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 of Centennial's budget encompasses one calendar year. In practice, the term "budget" is used two ways: it designates the finan-

cial plan presented for adoption ("proposed") or the final plan approved ("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.

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 (2.5%) 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 a one-time revenue and is reported in the Land Use Fund.

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

Capital Improvement Funds are created to account for resources used for the acquisition and construction of capital infrastructure by the City of Centennial. The City's Capital Improvement Fund accounts for authorized capital projects.

Capital Improvement Program (CIP)

A multi-year financial plan containing proposed construction of physical assets, such as streets, curbs, gutters, trails, parks and sidewalks. This program has identified all projects, which are the responsibility of the City between the present to build out. Funds appropriated for the CIP can be from the Capital Improvement Fund, Open Space Fund, and/or the Conservation Trust Fund. Only those projects that qualify can be funded by Open



Space and Conservation Trust Funds.

Capital Projects

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

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.

Cartegraph Software

Computer software program used to track inquiries, work request and orders, currently for public works and code enforcement 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.

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.

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.

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.

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 recreational districts.

Contingencies

These funds are set aside as a reserve for unanticipated expenditures.

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 General Fund overhead costs to other funds, such as enterprise funds and internal service funds.

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).

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 (10%) of approved General Fund operating expenditures, excluding fund transfers.

Development Fees

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

Division

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

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. The Council works together to address issues of regional concern including growth and development, transportation, the environment, provision of services to the region's older population, and performs analysis of economic and development trends.

Department

A department is a component of the overall City organization. Often including multiple divisions, it is headed by a director and has an established specific and unique set of goals and objectives to provide services to the citizens and organization (e.g., public safety, communications, etc.).

Encumbrance

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

Enterprise Fund

A fund type established to account for the 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 services.

Fee

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

Fines and Forfeitures

A revenue category that contains monies resulting from violations of various City and state laws.

Fiscal Year

A twelve-month period of time designated as the budget year. The City of Centennial's budget 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.

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).

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.

Governmental Accounting Standards Board (GASB)

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



reports of those entities.

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.

Grant

Contributions of cash or other assets from another 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 that support the daily life and growth of the City, for example, roads, street lights, bridges, and curbs and 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.

Intergovernmental Revenue

Revenues levied by one government but shared on a predetermined basis with another government or class of governments (grants, loans, highway tax, etc.).

Interfund Transfers

A transfer of funds between departments/funds for specific purposes 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.

Land Development Code

Provides guidelines that support the Centennial'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 that are constructed in an environmentally friendly way ("green"). The LEED Green Building Rating System, 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.

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.

Mountain States Employers Council (MSEC)

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

Objective

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



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.

Operating Budget

The annual appropriation of funds for on-going program costs, which includes salaries, benefits, maintenance, operations, and capital outlay items.

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.

Preliminary Budget

A balanced budget presented to the City Council by the City Manager by October 15 each year. Any City Council changes to the Preliminary Budget are incorporated into the final adopted budget.

Program

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

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

Proposed, as used throughout the budget document, refers to the budget presented to City Council prior to their adoption of the document (e.g. 2008 Proposed Budget).

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.

Revenues

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 (2.5%) tax annually on sales of tangible personal property and specific services. Sales taxes are collected by the retailer and are reported directly to the State of Colorado on either a monthly, quarterly, or annual basis. The City sales tax rate was 1.5 percent (1.5%) from 2001 through 2003. The voters approved a 1 percent (1%) sales and use tax rate increase in November 2003 to go directly to the General Fund. Beginning in 2009 sales tax collected will go directly from the retailer to the City as a provision of the Home Rule Charter approved in 2008.

Special Revenue Funds

Special Revenue Funds account for specific 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.

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. Even though the limit is placed on both revenue and expenditures, the constitutional amendment ultimately applies to a limit on revenue collections. Growth in revenue is limited to the increase in the Denver-Boulder-Greeley Consumer Price Index plus Local Growth (new construction and annexation minus demolition). This percentage is added to the preceding year's revenue base, giving the dollar limit allowed for revenue collection in the ensuing year. Any revenue collected over the limit must be refunded in the subsequent year. Cities have the option of placing a ballot question before the voters asking for approval to retain the revenue over the limit. Federal grants and/or gifts to the City are not included in the revenue limit. In 2006 the



Centennial voters approved an initiative to waive the limitations of TABOR through 2013, as long as the additional amount which would have been limited by TABOR be allocated to Public Safety, Public Works, and Open Space projects.

Tax Increment Financing (TIF)

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

Transfers

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

Undesignated Reserves

Article X, Section 20 of the Colorado Constitution requires a three percent (3%) 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.

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 |
| ACCORD | Arapahoe County Council of Organized Responsible Development |
| 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 |
| ARMA | American Records Management Association |
| ARPD | Arapahoe Park and Recreation District |
| ASP | Administrative Site Plan |
| AUC | Arapahoe Urban Corridor |
| AXN | Annexation |
| AWO | Applicant Work Order |
| 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 |
| BST | Bituminous Surface Treatment |
| C.R.S. | Colorado Revised Statutes |
| CC&R | Conditions, Covenants and Restrictions |
| CAA | Clean Air Act Amendments |
| CAFR | Comprehensive Annual Financial Report |
| CAMTA | Colorado Association of Municipal Tax Auditors |
| CBD | Central Business District |
| CCI | Colorado Counties Inc. |
| CCIC | Colorado Crime Information Center |
| CCBP | Central Centennial Boundary Plan |
| CCSD | Cherry Creek School District |
| CDBG | Community Development Block Grant |
| CDPHE | Colorado Department of Public Health and Environment |
| CDOT | Colorado Department of Transportation |
| CenCON | Centennial Council of Neighborhoods |
| CERT | Citizen's Emergency Response Team |
| CFR | Code of Federal Regulations |
| CIA | Colorado Inspection Agency |
| 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 |
| CoC | City of Centennial |
| COPS | Centralized Organization for Police Selection |
| Comp Plan | Comprehensive Plan |
| CORA | Colorado Open Records Act (a law governing documents) |
| CSC | Citizen Service Center |
| CTF | Conservation Trust Fund |
| CUP | Conditional Use Permit |
| CURA | Centennial Urban Redevelopment Authority |



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| 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 |
| DOL | Department of Labor |
| DMV | Department of Motor Vehicles (Colorado) |
| 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 |
| EIG | Engineering Infrastructure Group |
| EIS | Environmental Impact Statement |
| EPA | Environmental Protection Agency |
| FAA | Federal Aviation Administration |
| FASB | Financial Accounting Standards Board |
| 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 |
| FRA | Federal Railroad Association |
| FSA | Flexible Spending Account |
| FTA | Failure to Appear |
| FTA | Federal Transit Administration |
| FTE | Full Time Employee |
| 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 (Centennial is a member) |
| GWV or GV | Greenwood Village |
| GOCO | Great Outdoors Colorado |
| HB | House Bill |
| HC | Hydrocarbons |



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| HOA | Homeowners' Association |
| HOT Lanes | High-Occupancy Toll Lanes |
| HOV | High-Occupancy Vehicle |
| HRIS | Human Resource Information System |
| HUTF | Highway Users Tax Fund |
| IBC | International Building Code (adopted in Centennial) |
| ICMA | International City Manager's Association |
| IFC | International Fire Code (adopted in Centennial) |
| IGA | Intergovernmental Agreement |
| IPA | Integrated Assessment Plan |
| IRC | International Residential Code (adopted in Centennial) |
| IREA | Intermountain Rural Electric Association |
| ITE | Institute of Traffic Engineers |
| ITS | Information Technology System |
| ITS | Intelligent Transportation Systems |
| ICMA | International City/County Management Association |
| IIMC | International Institute of Municipal Clerks |
| ISDS | Individual Sewage Disposal System |
| ISTEA | Intermodal Surface Transportation Efficiency Act |
| IT | Information Technology |
| JARC | Job Access/Reverse Commute |
| 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) |
| LOS | Level of Service |
| LOMR | Letter of Map Revision |
| LPS | Littleton Public Schools |
| LRT | Light Rail Transit |
| LUC | Land Use Committee |
| LUS | Land Use Services |
| MCAA | Metro City Attorneys Association |
| MDP | Master Development Plan |
| MIS | Major Investment Study |
| MMC | Master Municipal Clerk |
| MOA | Memorandum of Agreement |
| MOU | Memorandum of Understanding |
| MPO | Metropolitan Planning Organization |
| MS | Minor Subdivision |
| MSA | Metropolitan Statistical Area |
| MSEC | Mountain States Employers Council |
| MTC | Model Traffic Code |
| MUD | Mixed Use Development |
| MU-PUD | Mixed Use Planned Unit Development |
| MUTCD | Manual of Uniform Traffic Control Devices |
| MVIC | Metro Vision Issues Committee |
| 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 |



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| NHS | National Highway System |
| NIMS | National Incident Management System |
| NPDES | National Pollution Discharge Elimination System |
| NRVC | Non Resident Violators Compact |
| NTMP | Neighborhood Traffic Management Plan |
| NWCCOG | Northwest Colorado Council of Governments |
| OJW | Outstanding Judgment Warrant |
| OMA | Colorado Open Meetings Law (laws governing the conduct of meetings) |
| P&D | Planning and Development |
| P&Z | Planning and Zoning |
| PB | Plea Bargain |
| PCI | Pavement Condition Index |
| PDA | Personal Digital Assistant |
| PDP | Preliminary Development Plan |
| PnR | Park-n-Ride |
| POA | Property Owners Association (like and 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 |
| 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 |
| S@SG | Streets at SouthGlenn |
| SOB | Sexually Oriented Business |
| SOE | Stay of Execution |
| SOV | Single-Occupant Vehicle |
| SPIMD | Southeast Public Improvement Metropolitan District |



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| SSPRD | South Suburban Parks and Recreation District |
| STAC | State Transportation Advisory Committee |
| STIP | State Transportation Improvement Program |
| STP | State Transportation Program |
| SUP | Special Use Permit |
| SUCTSC | Southeast Urban Corridor Transportation Steering Committee |
| TABOR | Taxpayer's Bill of Rights |
| TAC | Transportation Advisory Committee |
| TAZ | Traffic Analysis Zone |
| TCM | Traffic Control Measures |
| TDM | Transportation Demand Management |
| TEA-21 | 1998 Transportation Equity Act for the 21 st Century |
| 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 |
| TMDL | Total Maximum Daily Load |
| TOD | Transit Oriented Development |
| TPR | Transportation Planning Region |
| TRC | Technical Review Committee |
| TSSIP | Traffic Signal System Improvement Program |
| TTC | Trial to Court |
| TTY | TeleTypewriter |
| 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 |

RESOLUTIONS



CITY OF CENTENNIAL, COLORADO

RESOLUTION NO. 2008-R-97

A RESOLUTION TO ADOPT A REVISED 2008 BUDGET, TO ADOPT THE 2009 BUDGET, AND TO APPROPRIATE SUMS OF MONEY FOR 2009

WHEREAS, the City Manager prepared and submitted in 2007 a proposed budget for Fiscal Year 2008 (“2008 Budget”) to the City Council for the Council’s consideration in accordance with the applicable law and the City Council adopted the 2008 Budget following a public hearing; and

WHEREAS, the City Council desires to amend and revise the 2008 Budget based on information provided to the City Council by the City Manager and the revised budget is titled “2008 Revised Budget”; and

WHEREAS, pursuant to the Centennial Home Rule Charter and Ordinance No. 2002-25, 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 Manager prepared and submitted a proposed budget for Fiscal Year 2009 (“2009 Budget”) to the City Council for the Council’s consideration and in accordance with the Home Rule Charter for the City of Centennial and any applicable law; and

WHEREAS, whatever increases may have been made in the expenditures, like increases were added to the revenues so the budget remains in balance, as required by law; and

WHEREAS, the funds necessary to meet projected appropriations for Fiscal Year 2009 are identified in the 2009 Proposed Budget presented to the City Council with this Resolution; and

WHEREAS, it is not only required by law, but also necessary to appropriate the revenues provided in the Budget to and for the purposes described below, as more fully set forth in the Budget, including any inter-fund transfers listed therein, so as not to impair the operations of the City; and

WHEREAS, upon due and proper notice, published in accordance with Sections 29-1-108 and 29-1-109, C.R.S., the 2008 Revised Budget and the 2009 Proposed Budget were open for inspection by the public at the Citizens Service Center, 12503 East Euclid Drive, Suite 200, Centennial, Colorado, and a public hearing was held on November 3, 2008 at the City of Centennial Citizens Service Center, 12503 East Euclid Drive, Suite 200, Centennial, Colorado; and



WHEREAS, interested electors of the City were given the opportunity to file or register any objections to the proposed Budget;

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

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

Section 1. **2008 Revised Budget.**

- A. The 2008 Revised Budget as presented to the City Council is hereby approved and adopted as a revision to the approved 2008 Budget. Such Revised Budget is incorporated into this Resolution as if set out in full. Copies of the 2008 Revised Budget shall be made available for public inspection upon request in the office of the Deputy City Clerk.
- B. Nothing herein shall prevent or preclude the City Council from amending or otherwise modifying the adopted budget as may be permitted by law.

Section 2. **2009 Budget.**

- A. The 2009 Proposed Budget as presented to the City Council is hereby approved and adopted and shall be known as the 2009 Budget. The 2009 Budget is incorporated into this Resolution as if set out in full. Attached to this Resolution is an "All City Funds Summary" summarizing the financial resources, financial uses, and funds available for all City funds. Copies of the 2009 Budget shall be made available for public inspection upon request in the office of the Deputy 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 2009 Budget, as hereby approved and adopted, shall be certified by the Treasurer and Mayor of the City to all appropriate agencies and is made a part of the public records of the City.
- D. Nothing herein shall prevent or preclude the City Council from amending or otherwise modifying the adopted budget as may be permitted by law.

Section 3. **2009 Appropriations.**

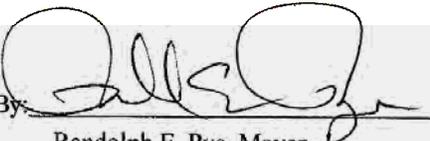
- A. Appropriations for 2009 are hereby approved for each City fund and are identified in the 2009 Budget and the attached "All City Funds Summary" as "Financial Uses."

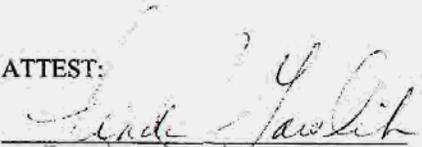


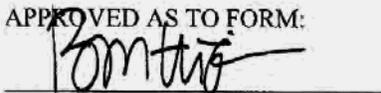
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B. Appropriations for budget year 2009 for the Capital Improvement Fund shall also include appropriation of previously budgeted and appropriated, but remaining unexpended, funds from 2008 and such funds shall remain available for expenditure in 2009 for the identified Capital Improvement Projects as the budget may be amended and appropriations supplemented by the City Council in accordance with applicable law.

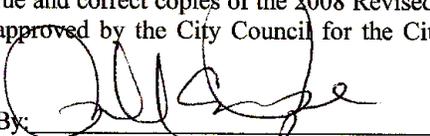
ADOPTED by a vote of 8 in favor and 1 against this 3rd day of November, 2008.

By: 
Randolph E. Pye, Mayor

ATTEST:

City Clerk or Deputy City Clerk

APPROVED AS TO FORM:

For City Attorney's Office

I hereby certify that to the best of my knowledge the above and the budgets presented to the City Council with this Resolution are true and correct copies of the 2008 Revised and the 2009 Budget of the City of Centennial approved by the City Council for the City of Centennial.

By: 
Randolph E. Pye, Mayor


Susan Bockenfeld, Treasurer



ATTACHMENT - RESOLUTION NO. 2008-R-97

ALL CITY FUNDS SUMMARY

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

| Funds | 2008 Beginning Balance | 2008 Revised Financial Resources | 2008 Revised Financial Uses | 2008 Ending Balance | 2009 Financial Resources | 2009 Financial Uses | 2009 Ending Balance |
|-----------------------------|---------------------------------------|---|--|------------------------------------|---|------------------------------------|------------------------------------|
| General | \$ 14,690,186 | \$ 45,976,174 | \$ 49,288,276 | \$ 11,378,084 | \$ 46,461,603 | \$ 46,408,881 | \$ 11,430,806 |
| Special Revenue Funds | 9,683,858 | 3,093,863 | 2,699,680 | 10,078,041 | 2,704,366 | 12,782,407 | - |
| Open Space | 6,692,651 | 2,583,863 | 2,635,380 | 6,641,134 | 2,200,000 | 8,841,134 | - |
| Conservation Trust | 2,991,207 | 510,000 | 64,300 | 3,436,907 | 504,366 | 3,941,273 | - |
| Capital Improvement Fund | 6,209,146 | 3,867,069 | 10,076,215 | - | 6,112,200 | 6,112,200 | - |
| Enterprise Fund (Land Use) | - | 2,861,802 | 2,861,802 | - | 2,829,329 | 2,829,329 | - |
| Total All City Funds | \$ 30,583,190 | \$ 55,798,908 | \$ 64,925,973 | \$ 21,456,125 | \$ 58,107,498 | \$ 68,132,817 | \$ 11,430,806 |



**CITY OF CENTENNIAL,
COLORADO**

RESOLUTION NO. 2008-R-111

A RESOLUTION TO SET THE 2008 MILL LEVY

WHEREAS, pursuant to the Centennial Home Rule Charter and Ordinance No. 2002-25, the City Manager of the City of Centennial shall cause to be prepared and shall submit to the City Council the annual City budget; and

WHEREAS, the City Manager submitted a proposed budget for Fiscal Year 2009 ("2009 Budget") to the City Council for the Council's consideration and in accordance with applicable law the City Council conducted a public hearing on November 3, 2008, and approved the 2009 Budget by Resolution and made necessary appropriations; 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 Citizens Service Center, 12503 East Euclid Drive, Suite 200, Centennial, Colorado, and a public hearing was held on November 3, 2008, at the City of Centennial Citizens Service Center, 12503 East Euclid Drive, Suite 200, Centennial, Colorado; and

WHEREAS, the funds necessary to meet projected appropriations for Fiscal Year 2009 is \$46,408,881; and

WHEREAS, the 2008 valuation for assessment of real property within the City, as certified by the Arapahoe County Assessor, is \$1,563,679,120; and

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 2009 budget year, there is hereby levied a tax of 4.982 mills, plus .072 mills for abatements and refunds, for a total mill levy of 5.054 mills upon each dollar of total valuation for assessment of all taxable property within the City, to raise \$7,902,834 in revenue, of which 1% will be paid to the Arapahoe County Treasurer as a collection fee.
2. That the Treasurer and Mayor of the City are 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.



City of Centennial
Resolution No. 2008-R-111
Page 2 of 2

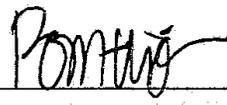
ADOPTED by a vote of 8 in favor and 1 against this 8th day of December, 2008.

By: 
Randolph E. Pye, Mayor

ATTEST:

By: 
City Clerk or Deputy City Clerk

APPROVED AS TO FORM:


For City Attorney's Office



CERTIFICATION OF TAX LEVIES

DISTRICT ID 3013

CITY OF CENTENNIAL

Page 1.

TO: County Commissioners of Arapahoe County, Colorado

For the year 2008, the City Council of the City of Centennial (governing body)

hereby certifies a total levy of 5.054 mills (unit of government)

to be extended by you upon the total assessed valuation of \$ 1,563,679,120

to produce \$ 7,902,834 in revenue.

The levies and revenues are for the following purposes:

| | LEVY | REVENUE |
|--|--------------------|---------------------|
| 1. General Operating Expense | <u>4.982</u> mills | \$ <u>7,789,666</u> |
| 2. Refund / Abatements | <u>.072</u> mills | \$ <u>113,168</u> |
| 3. Temporary Tax Credit or Rate Reduction (minus) | < _____ > mills | \$ < _____ > |
| SUBTOTAL | <u>5.054</u> mills | \$ <u>7,902,834</u> |
| 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 | <u>5.054</u> mills | \$ <u>7,902,834</u> |

Contact Person: Dawn Friday Daytime Telephone Number 303-754-3325

Signed [Signature] Title Mayor

NOTE: Certification must be to three decimal places only.
Send copy to the Division of Local Government
IF YOU ARE LOCATED IN MORE THAN ONE COUNTY, PLEASE LIST ALL COUNTIES HERE:



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

RESOLUTION NO. 2008-CPGID-R-01

**A RESOLUTION TO ADOPT THE CHERRY PARK GENERAL
IMPROVEMENT DISTRICT REVISED 2008 BUDGET AND 2009
BUDGET AND TO APPROPRIATE SUMS OF MONEY**

WHEREAS, the Board of County Commissioners of Arapahoe County previously organized the Cherry Park General Improvement District (“District”) and authorized the imposition of an ad valorem property tax within the District; and

WHEREAS, following incorporation of the City of Centennial, governance of the District was transferred by the County to the City by operation of law; and

WHEREAS, pursuant to C.R.S. § 31-25-609, 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, by the Home Rule Charter and Ordinance No. 2002-25, the City Manager of the City of Centennial, in the capacity as the Executive Directors of the District, is required to cause the preparation of and submission to the City Council the annual City budget of City-owned and controlled districts, and the City Manager submitted a revised 2008 Budget and a proposed District 2009 Budget (“Budget”) to Board of Directors of the District; and

WHEREAS, it is not only required by law but also necessary to appropriate the revenues provided in the Budget to and for the purposes described below, as more fully set forth in the Budget, so as not to impair the operations of the District; and

WHEREAS, whatever increases may have been made in the expenditures, like increases were added to the revenues so that the Budget remains in balance, as required by law; 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 Citizens Service Center, 12503 East Euclid Drive, Suite 200, Centennial, Colorado, and a public hearing was held on, November 17, 2008, at the City of Centennial Citizens Service Center, 12503 East Euclid Drive, Suite 200, Centennial, Colorado; and

WHEREAS, interested electors of the District were given the opportunity to file or register any objections to the proposed Budget;

WHEREAS, the Executive Director shall present a Resolution to the Board of Directors prior to any applicable deadline for setting of a mill levy in accordance with law,



Cherry Park General Improvement District
Resolution No. 2008-CPGID-R-01
Page 2

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

Section 1. **2008 Revised Budget.**

- A. The 2008 Revised Budget as presented to the Board of Directors is hereby approved and adopted as a revision to the approved 2008 Budget. Such Revised Budget is incorporated into this Resolution as if set out in full. Copies of the 2008 Revised Budget shall be made available for public inspection upon request in the office of the Deputy City Clerk for the City of Centennial.
- B. Nothing herein shall prevent or preclude the Board of Directors from amending or otherwise modifying the adopted budget as may be permitted by law.

Section 2. **2009 Budget.**

- A. The 2009 Proposed Budget for the Cherry Park General Improvement District as presented to the Board of Directors is hereby approved and adopted and shall be known as the 2009 Budget for the District. The 2009 Budget is incorporated into this Resolution as if set out in full. Attached to this Resolution is a “General Improvement District Funds Summary” summarizing the financial resources, financial uses, and funds available for the District. Copies of the 2009 Budget shall be made available for public inspection upon request in the office of the City of Centennial Deputy City Clerk.
- B. Reserves have been or are hereby established in order to meet the requirement for emergency reserves required under Article X, Section 20 of the Colorado Constitution (“TABOR”).
- C. The Budget, as hereby approved and adopted, shall be certified by the City Treasurer, in the Treasurer’s capacity as Treasurer for the District, and the Chairperson of the District to all appropriate agencies and is made a part of the public records of the District and the City of Centennial.
- D. Nothing herein shall prevent or preclude the Board of Directors of the District from amending or otherwise modifying the adopted budget as may be permit by law.

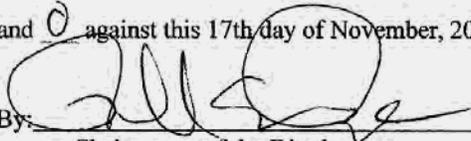
Section 3. **2009 Appropriations.**

- A. Appropriations for 2009 are hereby approved for the District and are identified in the 2009 Budget and the attached “General Improvement District Funds Summary” as “Financial Uses.”
- B. Appropriations for budget year 2009 for the District shall also include appropriation of previously budgeted and appropriated, but remaining unexpended, funds from 2008 and such funds shall remain available for expenditure in 2009 for the identified purposes of the District as the budget may be amended and appropriations supplemented by the Board of Directors in accordance with applicable law.

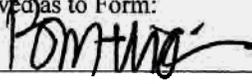


Cherry Park General Improvement District
Resolution No. 2008-CPGID-R-01
Page 3

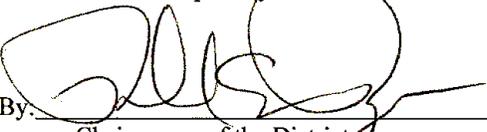
ADOPTED by a vote of 6 in favor and 0 against this 17th day of November, 2008.

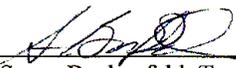
By: 
Chairperson of the District

ATTEST:
By: 
Secretary to District

Approved as to Form:
By: 
Attorney for District

I hereby certify that to the best of my knowledge the above and the budgets presented to the Board of Directors with this Resolution are true and correct copies of the 2008 Revised and the 2009 Budget of the Cherry Park General Improvement District as adopted by the Board of Directors of the District.

By: 
Chairperson of the District

By: 
Susan Bockenfeld, Treasurer



GENERAL IMPROVEMENT DISTRICT FUNDS SUMMARY

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

| Funds | 2008 Beginning Balance | 2008 Revised Financial Resources | 2008 Revised Financial Uses | 2008 Ending Balance | 2009 Financial Resources | 2009 Financial Uses | 2009 Ending Balance |
|-----------------------|---------------------------------------|---|--|------------------------------------|---|------------------------------------|------------------------------------|
| Special Revenue Funds | 1,008,495 | 433,838 | 823,838 | 618,495 | 417,451 | 1,035,946 | - |
| Cherry Park GID | 87,097 | 40,531 | 40,531 | 87,097 | 39,053 | 126,150 | - |
| Foxridge GID | 119,169 | 57,249 | 57,249 | 119,169 | 55,265 | 174,434 | - |
| Walnut Hills GID | 380,019 | 83,249 | 83,249 | 380,019 | 79,108 | 459,127 | - |
| Antelope GID | 422,210 | 252,809 | 642,809 | 32,210 | 244,025 | 276,235 | - |



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

RESOLUTION NO. 2008-CPGID-R-02

A RESOLUTION TO SET THE 2008 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 C.R.S. § 31-25-609, 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, by the Home Rule Charter and Ordinance No. 2002-25, the City Manager of the City of Centennial is required to cause the preparation of and submission to the City Council the annual City budgets and budgets of City-owned and controlled districts; and

WHEREAS, the City Manager submitted a proposed District 2009 Budget ("Budget") to the Board of Directors of the District and the Budget was adopted by the Board on November 17, 2008; 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 Citizens Service Center, 12503 East Euclid Drive, Suite 200, Centennial, Colorado, and a public hearing was held on November 17, 2008, at the City of Centennial Citizens Service Center, 12503 East Euclid Drive, Suite 200, 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, the amount of money available for 2009 Financial Uses is \$126,150; and

WHEREAS, the 2008 valuation for assessment of real property within the District, as certified by the Arapahoe County Assessor, is \$8,671,590,

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



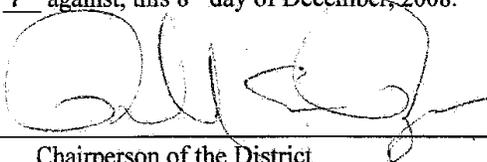
Cherry Park General Improvement District
Resolution No. 2008-CPGID-R-02
Page 2

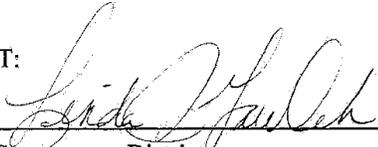
TO SET MILL LEVY

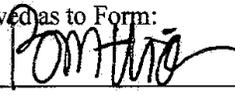
1. That for the purpose of meeting general operating expenses of the District during the 2009 budget year, there is hereby levied a tax of 4.437 mills, less a temporary rate reduction for Budget Year 2009 of 0.144 mills for a total mill levy of 4.293 upon each dollar of total valuation for assessment of all taxable property within the District, to raise \$37,253 in revenue, of which 1.5% will be paid to the Arapahoe County Treasurer as a collection fee.

2. That the City Manager 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 8 in favor and 1 against, this 8th day of December, 2008.

By: 
 Chairperson of the District

ATTEST:
 By: 
 Secretary to District

Approved as to Form:
 By: 
 Attorney for District



CERTIFICATION OF TAX LEVIES

DISTRICT ID 4206
Page 1.

CHERRY PARK GENERAL IMPROVEMENT DISTRICT

TO: County Commissioners of Arapahoe County, Colorado

For the year 2008, the Board of Directors of the
(governing body)

Cherry Park General Improvement District hereby certifies a total levy of 4.293 mills
(unit of government)

to be extended by you upon the total assessed valuation of \$ 8,671,590

to produce \$ 37,253 in revenue.

The levies and revenues are for the following purposes:

| | LEVY | REVENUE |
|--|------------------------------|---------------------------|
| 1. General Operating Expense | <u>4.437</u> mills | \$ <u>38,475</u> |
| 2. Refund / Abatements | <u>0.000</u> mills | \$ <u>26</u> |
| 3. Temporary Tax Credit or Rate Reduction (minus) | <u>< 0.144 ></u> mills | \$ <u>< 1,248 ></u> |
| SUBTOTAL | <u>4.293</u> mills | \$ <u>37,253</u> |
| 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 | <u>4.293</u> mills | \$ <u>37,253</u> |

Contact Person: Dawn Priddy Daytime Telephone Number 303-754-3325

Signed [Signature] Title Mayor

NOTE: Certification must be to three decimal places only.
Send copy to the Division of Local Government

IF YOU ARE LOCATED IN MORE THAN ONE COUNTY, PLEASE LIST ALL COUNTIES HERE:



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

RESOLUTION NO. 2008-FRGID-R-01

**A RESOLUTION TO ADOPT THE FOXRIDGE GENERAL
IMPROVEMENT DISTRICT REVISED 2008 BUDGET AND 2009
BUDGET AND TO APPROPRIATE SUMS OF MONEY**

WHEREAS, the Board of County Commissioners of Arapahoe County previously organized the Foxridge General Improvement District (“District”) and authorized the imposition of an ad valorem property tax within the District; and

WHEREAS, following incorporation of the City of Centennial, governance of the District was transferred by the County to the City by operation of law; and

WHEREAS, pursuant to C.R.S. § 31-25-609, 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, by the Home Rule Charter and Ordinance No. 2002-25, the City Manager of the City of Centennial, in the capacity as the Executive Directors of the District, is required to cause the preparation of and submission to the City Council the annual City budget of City-owned and controlled districts, and the City Manager submitted a revised 2008 Budget and a proposed District 2009 Budget (“Budget”) to Board of Directors of the District; and

WHEREAS, it is not only required by law but also necessary to appropriate the revenues provided in the Budget to and for the purposes described below, as more fully set forth in the Budget, so as not to impair the operations of the District; and

WHEREAS, whatever increases may have been made in the expenditures, like increases were added to the revenues so that the Budget remains in balance, as required by law; 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 Citizens Service Center, 12503 East Euclid Drive, Suite 200, Centennial, Colorado, and a public hearing was held on, November 17, 2008, at the City of Centennial Citizens Service Center, 12503 East Euclid Drive, Suite 200, Centennial, Colorado; and

WHEREAS, interested electors of the District were given the opportunity to file or register any objections to the proposed Budget;

WHEREAS, the Executive Director shall present a Resolution to the Board of Directors prior to any applicable deadline for setting of a mill levy in accordance with law,



Foxridge General Improvement District
Resolution No. 2008-FRGID-R-01
Page 2

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

Section 1. **2008 Revised Budget.**

- A. The 2008 Revised Budget as presented to the Board of Directors is hereby approved and adopted as a revision to the approved 2008 Budget. Such Revised Budget is incorporated into this Resolution as if set out in full. Copies of the 2008 Revised Budget shall be made available for public inspection upon request in the office of the Deputy City Clerk for the City of Centennial.
- B. Nothing herein shall prevent or preclude the Board of Directors from amending or otherwise modifying the adopted budget as may be permitted by law.

Section 2. **2009 Budget.**

- A. The 2009 Proposed Budget for the Foxridge General Improvement District as presented to the Board of Directors is hereby approved and adopted and shall be known as the 2009 Budget for the District. The 2009 Budget is incorporated into this Resolution as if set out in full. Attached to this Resolution is a "General Improvement District Funds Summary" summarizing the financial resources, financial uses, and funds available for the District. Copies of the 2009 Budget shall be made available for public inspection upon request in the office of the City of Centennial Deputy City Clerk.
- B. Reserves have been or are hereby established in order to meet the requirement for emergency reserves required under Article X, Section 20 of the Colorado Constitution ("TABOR").
- C. The Budget, as hereby approved and adopted, shall be certified by the City Treasurer, in the Treasurer's capacity as Treasurer for the District, and the Chairperson of the District to all appropriate agencies and is made a part of the public records of the District and the City of Centennial.
- D. Nothing herein shall prevent or preclude the Board of Directors of the District from amending or otherwise modifying the adopted budget as may be permit by law.

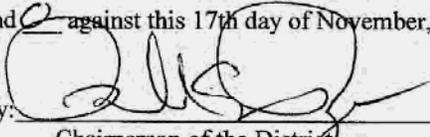
Section 3. **2009 Appropriations.**

- A. Appropriations for 2009 are hereby approved for the District and are identified in the 2009 Budget and the attached "General Improvement District Funds Summary" as "Financial Uses."
- B. Appropriations for budget year 2009 for the District shall also include appropriation of previously budgeted and appropriated, but remaining unexpended, funds from 2008 and such funds shall remain available for expenditure in 2009 for the identified purposes of the District as the budget may be amended and appropriations supplemented by the Board of Directors in accordance with applicable law.

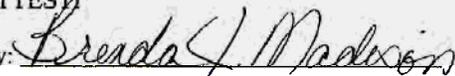


Foxridge General Improvement District
Resolution No. 2008-FRGID-R-01
Page 3

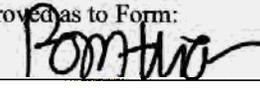
ADOPTED by a vote of 8 in favor and 2 against this 17th day of November, 2008.

By: 
Chairperson of the District

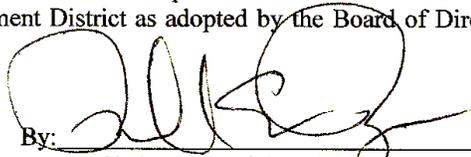
ATTEST

By: 
Secretary to District

Approved as to Form:

By: 
Attorney for District

I hereby certify that to the best of my knowledge the above and the budgets presented to the Board of Directors with this Resolution are true and correct copies of the 2008 Revised and the 2009 Budget of the Foxridge General Improvement District as adopted by the Board of Directors of the District.

By: 
Chairperson of the District

By: 
Susan Bockenfeld, Treasurer



GENERAL IMPROVEMENT DISTRICT FUNDS SUMMARY

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

| Funds | 2008 Beginning Balance | 2008 Revised Financial Resources | 2008 Revised Financial Uses | 2008 Ending Balance | 2009 Financial Resources | 2009 Financial Uses | 2009 Ending Balance |
|-----------------------|---------------------------------------|---|--|------------------------------------|---|------------------------------------|------------------------------------|
| Special Revenue Funds | 1,008,495 | 433,838 | 823,838 | 618,495 | 417,451 | 1,035,946 | - |
| Cherry Park GID | 87,097 | 40,531 | 40,531 | 87,097 | 39,053 | 126,150 | - |
| Foxridge GID | 119,169 | 57,249 | 57,249 | 119,169 | 55,265 | 174,434 | - |
| Walnut Hills GID | 380,019 | 83,249 | 83,249 | 380,019 | 79,108 | 459,127 | - |
| Antelope GID | 422,210 | 252,809 | 642,809 | 32,210 | 244,025 | 276,235 | - |



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

RESOLUTION NO. 2008-FRGID-R-02

A RESOLUTION TO SET THE 2008 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 C.R.S. § 31-25-609, 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, by the Home Rule Charter and Ordinance No. 2002-25, the City Manager of the City of Centennial is required to cause the preparation of and submission to the City Council the annual City budgets and budgets of City-owned and controlled districts; and

WHEREAS, the City Manager submitted a proposed District 2009 Budget ("Budget") to the Board of Directors of the District and the Budget was adopted by the Board on November 17, 2008; 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 Citizens Service Center, 12503 East Euclid Drive, Suite 200, Centennial, Colorado, and a public hearing was held on November 17, 2008, at the City of Centennial Citizens Service Center, 12503 East Euclid Drive, Suite 200, 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, the amount of money available for 2009 Financial Uses is \$174,434; and

WHEREAS, the 2008 valuation for assessment of real property within the District, as certified by the Arapahoe County Assessor, is \$24,777,220,

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



Foxridge General Improvement District
Resolution No. 2008-FRGID-R-02
Page 2

TO SET MILL LEVY

1. That for the purpose of meeting general operating expenses of the District during the 2009 budget year, there is hereby levied a tax of 2.151 mills, less a temporary rate reduction for Budget Year 2009 of 0.022 mills for a total mill levy of 2.129 upon each dollar of total valuation for assessment of all taxable property within the District, to raise \$52,752 in revenue, of which 1.5% will be paid to the Arapahoe County Treasurer as a collection fee.
2. That the City Manager 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 8 in favor and 1 against, this 8th day of December, 2008.

By: _____

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 2008, the Board of Directors of the
(governing body)

Foxridge General Improvement District hereby certifies a total levy of 2.129 mills
(unit of government)

to be extended by you upon the total assessed valuation of \$ 24,777,220

to produce \$ 52,752 in revenue.

The levies and revenues are for the following purposes:

| | LEVY | REVENUE |
|--|------------------------------|-------------------------|
| 1. General Operating Expense | <u>2.151</u> mills | \$ <u>53,297</u> |
| 2. Refund / Abatements | _____ mills | \$ _____ |
| 3. Temporary Tax Credit or Rate Reduction (minus) | <u>< 0.022 ></u> mills | \$ <u>< 545 ></u> |
| SUBTOTAL | <u>2.129</u> mills | \$ <u>52,752</u> |
| 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 | <u>2.129</u> mills | \$ <u>52,752</u> |

Contact Person: Dawn Friday Daytime Telephone Number 303-754-3325

Signed [Signature] Title Mayor

NOTE: Certification must be to three decimal places only.
Send copy to the Division of Local Government

IF YOU ARE LOCATED IN MORE THAN ONE COUNTY, PLEASE LIST ALL COUNTIES HERE:



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

RESOLUTION NO. 2008-WHGID-R-02

**A RESOLUTION TO ADOPT THE WALNUT HILLS GENERAL
IMPROVEMENT DISTRICT REVISED 2008 BUDGET AND 2009
BUDGET AND TO APPROPRIATE SUMS OF MONEY**

WHEREAS, the Board of County Commissioners of Arapahoe County previously organized the Walnut Hills General Improvement District (“District”) and authorized the imposition of an ad valorem property tax within the District; and

WHEREAS, following incorporation of the City of Centennial, governance of the District was transferred by the County to the City by operation of law; and

WHEREAS, pursuant to C.R.S. § 31-25-609, 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, by the Home Rule Charter and Ordinance No. 2002-25, the City Manager of the City of Centennial, in the capacity as the Executive Directors of the District, is required to cause the preparation of and submission to the City Council the annual City budget of City-owned and controlled districts, and the City Manager submitted a revised 2008 Budget and a proposed District 2009 Budget (“Budget”) to Board of Directors of the District; and

WHEREAS, it is not only required by law but also necessary to appropriate the revenues provided in the Budget to and for the purposes described below, as more fully set forth in the Budget, so as not to impair the operations of the District; and

WHEREAS, whatever increases may have been made in the expenditures, like increases were added to the revenues so that the Budget remains in balance, as required by law; 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 Citizens Service Center, 12503 East Euclid Drive, Suite 200, Centennial, Colorado, and a public hearing was held on, November 17, 2008, at the City of Centennial Citizens Service Center, 12503 East Euclid Drive, Suite 200, Centennial, Colorado; and

WHEREAS, interested electors of the District were given the opportunity to file or register any objections to the proposed Budget;

WHEREAS, the Executive Director shall present a Resolution to the Board of Directors prior to any applicable deadline for setting of a mill levy in accordance with law,



Walnut Hills General Improvement District
Resolution No. 2008-WHGID-R-02
Page 2

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

Section 1. **2008 Revised Budget.**

- A. The 2008 Revised Budget as presented to the Board of Directors is hereby approved and adopted as a revision to the approved 2008 Budget. Such Revised Budget is incorporated into this Resolution as if set out in full. Copies of the 2008 Revised Budget shall be made available for public inspection upon request in the office of the Deputy City Clerk for the City of Centennial.
- B. Nothing herein shall prevent or preclude the Board of Directors from amending or otherwise modifying the adopted budget as may be permitted by law.

Section 2. **2009 Budget.**

- A. The 2009 Proposed Budget for the Walnut Hills General Improvement District as presented to the Board of Directors is hereby approved and adopted and shall be known as the 2009 Budget for the District. The 2009 Budget is incorporated into this Resolution as if set out in full. Attached to this Resolution is a “General Improvement District Funds Summary” summarizing the financial resources, financial uses, and funds available for the District. Copies of the 2009 Budget shall be made available for public inspection upon request in the office of the City of Centennial Deputy City Clerk.
- B. Reserves have been or are hereby established in order to meet the requirement for emergency reserves required under Article X, Section 20 of the Colorado Constitution (“TABOR”).
- C. The Budget, as hereby approved and adopted, shall be certified by the City Treasurer, in the Treasurer’s capacity as Treasurer for the District, and the Chairperson of the District to all appropriate agencies and is made a part of the public records of the District and the City of Centennial.
- D. Nothing herein shall prevent or preclude the Board of Directors of the District from amending or otherwise modifying the adopted budget as may be permit by law.

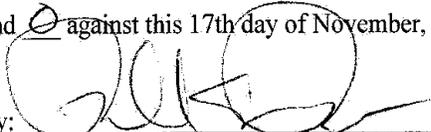
Section 3. **2009 Appropriations.**

- A. Appropriations for 2009 are hereby approved for the District and are identified in the 2009 Budget and the attached “General Improvement District Funds Summary” as “Financial Uses.”
- B. Appropriations for budget year 2009 for the District shall also include appropriation of previously budgeted and appropriated, but remaining unexpended, funds from 2008 and such funds shall remain available for expenditure in 2009 for the identified purposes of the District as the budget may be amended and appropriations supplemented by the Board of Directors in accordance with applicable law.

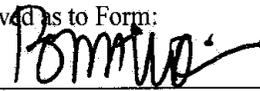


Walnut Hills General Improvement District
Resolution No. 2008-WHGID-R-02
Page 3

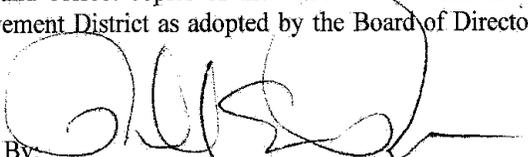
ADOPTED by a vote of 8 in favor and 0 against this 17th day of November, 2008.

By: 
Chairperson of the District

ATTEST
By: 
Secretary to District

Approved as to Form:
By: 
Attorney for District

I hereby certify that to the best of my knowledge the above and the budgets presented to the Board of Directors with this Resolution are true and correct copies of the 2008 Revised and the 2009 Budget of the Walnut Hills General Improvement District as adopted by the Board of Directors of the District.

By: 
Chairperson of the District

By: 
Susan Bockenfeld, Treasurer



GENERAL IMPROVEMENT DISTRICT FUNDS SUMMARY

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

| Funds | 2008 Beginning Balance | 2008 Revised Financial Resources | 2008 Revised Financial Uses | 2008 Ending Balance | 2009 Financial Resources | 2009 Financial Uses | 2009 Ending Balance |
|-----------------------|---------------------------------------|---|--|------------------------------------|---|------------------------------------|------------------------------------|
| Special Revenue Funds | 1,008,495 | 433,838 | 823,838 | 618,495 | 417,451 | 1,035,946 | - |
| Cherry Park GID | 87,097 | 40,531 | 40,531 | 87,097 | 39,053 | 126,150 | - |
| Foxridge GID | 119,169 | 57,249 | 57,249 | 119,169 | 55,265 | 174,434 | - |
| Walnut Hills GID | 380,019 | 83,249 | 83,249 | 380,019 | 79,108 | 459,127 | - |
| Antelope GID | 422,210 | 252,809 | 642,809 | 32,210 | 244,025 | 276,235 | - |



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

RESOLUTION NO. 2009-WHGID-R-03

A RESOLUTION TO SET THE 2008 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 C.R.S. § 31-25-609, 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, by the Home Rule Charter and Ordinance No. 2002-25, the City Manager of the City of Centennial is required to cause the preparation of and submission to the City Council the annual City budgets and budgets of City-owned and controlled districts; and

WHEREAS, the City Manager submitted a proposed District 2009 Budget ("Budget") to the Board of Directors of the District and the Budget was adopted by the Board on November 17, 2008; 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 Citizens Service Center, 12503 East Euclid Drive, Suite 200, Centennial, Colorado, and a public hearing was held on November 17, 2008, at the City of Centennial Citizens Service Center, 12503 East Euclid Drive, Suite 200, 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, the amount of money available for 2009 Financial Uses is \$459,127; and

WHEREAS, the 2008 valuation for assessment of real property within the District, as certified by the Arapahoe County Assessor, is \$24,173,890,

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



Walnut Hills General Improvement District
Resolution No. 2008-WHGID-R-03
Page 2

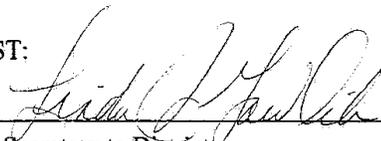
TO SET MILL LEVY

1. That for the purpose of meeting general operating expenses of the District during the 2009 budget year, there is hereby levied a tax of 3.112 mills, less a temporary rate reduction for Budget Year 2009 of 0.057 mills for a total mill levy of 3.055 upon each dollar of total valuation for assessment of all taxable property within the District, to raise \$73,851 in revenue, of which 1.5% will be paid to the Arapahoe County Treasurer as a collection fee.
2. That the City Manager 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.

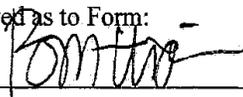
ADOPTED by a vote of 8 in favor and 1 against, this 8th day of December, 2008.

By: 

 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 2008, the Board of Directors of the
(governing body)

Walnut Hills General Improvement District hereby certifies a total levy of 3.055 mills
(unit of government)

to be extended by you upon the total assessed valuation of \$ 24,173,890

to produce \$ 73,851 in revenue.

The levies and revenues are for the following purposes:

| | LEVY | REVENUE |
|--|-----------------------------|---------------------------|
| 1. General Operating Expense | <u>3.112</u> mills | \$ <u>75,229</u> |
| 2. Refund / Abatements | _____ mills | \$ _____ |
| 3. Temporary Tax Credit or Rate Reduction (minus) | <u>< .057 ></u> mills | \$ <u>< 1,378 ></u> |
| SUBTOTAL | <u>3.055</u> mills | \$ <u>73,851</u> |
| 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 | <u>3.055</u> mills | \$ <u>73,851</u> |

Contact Person: Dawn Priddy Daytime Telephone Number 303-754-3325
 Signed [Signature] Title Mayor

NOTE: Certification must be to three decimal places only.
 Send copy to the Division of Local Government
 IF YOU ARE LOCATED IN MORE THAN ONE COUNTY, PLEASE LIST ALL COUNTIES HERE:



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

RESOLUTION NO. 2008-AGID-R-01

**A RESOLUTION TO ADOPT THE ANTELOPE WATER SYSTEM
GENERAL IMPROVEMENT DISTRICT REVISED 2008 BUDGET AND
2009 BUDGET AND TO APPROPRIATE SUMS OF MONEY**

WHEREAS, the City of Centennial organized the Antelope Water System General Improvement District ("District") and authorized the imposition of an ad valorem property tax within the District; and

WHEREAS, pursuant to C.R.S. § 31-25-609, 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, by the Home Rule Charter and Ordinance No. 2002-25, the City Manager of the City of Centennial, in the capacity as the Executive Directors of the District, is required to cause the preparation of and submission to the City Council the annual City budget of City-owned and controlled districts, and the City Manager submitted a revised 2008 Budget and a proposed District 2009 Budget ("Budget") to Board of Directors of the District; and

WHEREAS, it is not only required by law but also necessary to appropriate the revenues provided in the Budget to and for the purposes described below, as more fully set forth in the Budget, so as not to impair the operations of the District; and

WHEREAS, whatever increases may have been made in the expenditures, like increases were added to the revenues so that the Budget remains in balance, as required by law; 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 Citizens Service Center, 12503 East Euclid Drive, Suite 200, Centennial, Colorado, and a public hearing was held on, November 17, 2008, at the City of Centennial Citizens Service Center, 12503 East Euclid Drive, Suite 200, Centennial, Colorado; and

WHEREAS, interested electors of the District were given the opportunity to file or register any objections to the proposed Budget;

WHEREAS, the Executive Director shall present a Resolution to the Board of Directors prior to any applicable deadline for setting of a mill levy in accordance with law,

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



Section 1. **2008 Revised Budget.**

- A. The 2008 Revised Budget as presented to the Board of Directors is hereby approved and adopted as a revision to the approved 2008 Budget. Such Revised Budget is incorporated into this Resolution as if set out in full. Copies of the 2008 Revised Budget shall be made available for public inspection upon request in the office of the Deputy City Clerk for the City of Centennial.
- B. Nothing herein shall prevent or preclude the Board of Directors from amending or otherwise modifying the adopted budget as may be permitted by law.

Section 2. **2009 Budget.**

- A. The 2009 Proposed Budget for the Antelope Water System General Improvement District as presented to the Board of Directors is hereby approved and adopted and shall be known as the 2009 Budget for the District. The 2009 Budget is incorporated into this Resolution as if set out in full. Attached to this Resolution is a “General Improvement District Funds Summary” summarizing the financial resources, financial uses, and funds available for the District. Copies of the 2009 Budget shall be made available for public inspection upon request in the office of the City of Centennial Deputy City Clerk.
- B. Reserves have been or are hereby established in order to meet the requirement for emergency reserves required under Article X, Section 20 of the Colorado Constitution (“TABOR”).
- C. The Budget, as hereby approved and adopted, shall be certified by the City Treasurer, in the Treasurer’s capacity as Treasurer for the District, and the Chairperson of the District to all appropriate agencies and is made a part of the public records of the District and the City of Centennial.
- D. Nothing herein shall prevent or preclude the Board of Directors of the District from amending or otherwise modifying the adopted budget as may be permit by law.

Section 3. **2009 Appropriations.**

- A. Appropriations for 2009 are hereby approved for the District and are identified in the 2009 Budget and the attached “General Improvement District Funds Summary” as “Financial Uses.”
- B. Appropriations for budget year 2009 for the District shall also include appropriation of previously budgeted and appropriated, but remaining unexpended, funds from 2008 and such funds shall remain available for expenditure in 2009 for the identified purposes of the District as the budget may be amended and appropriations supplemented by the Board of Directors in accordance with applicable law.



Antelope General Improvement District
Resolution No. 2008-AGID-R-01
Page 3

ADOPTED by a vote of 8 in favor and 0 against this 17th day of November, 2008.

By: [Signature]
Chairperson of the District

ATTEST:
By: [Signature]
Secretary to District

Approved as to Form:
By: [Signature]
Attorney for District

I hereby certify that to the best of my knowledge the above and the budgets presented to the Board of Directors with this Resolution are true and correct copies of the 2008 Revised and the 2009 Budget of the Antelope Water System General Improvement District as adopted by the Board of Directors of the District.

By: [Signature]
Chairperson of the District

By: [Signature]
Susan Bockenfeld, Treasurer



GENERAL IMPROVEMENT DISTRICT FUNDS SUMMARY

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

| Funds | 2008 Beginning Balance | 2008 Revised Financial Resources | 2008 Revised Financial Uses | 2008 Ending Balance | 2009 Financial Resources | 2009 Financial Uses | 2009 Ending Balance |
|-----------------------|---------------------------------------|---|--|------------------------------------|---|------------------------------------|------------------------------------|
| Special Revenue Funds | 1,008,495 | 433,838 | 823,838 | 618,495 | 417,451 | 1,035,946 | - |
| Cherry Park GID | 87,097 | 40,531 | 40,531 | 87,097 | 39,053 | 126,150 | - |
| Foxridge GID | 119,169 | 57,249 | 57,249 | 119,169 | 55,265 | 174,434 | - |
| Walnut Hills GID | 380,019 | 83,249 | 83,249 | 380,019 | 79,108 | 459,127 | - |
| Antelope GID | 422,210 | 252,809 | 642,809 | 32,210 | 244,025 | 276,235 | - |



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

RESOLUTION NO. 2008-AGID-R-02

A RESOLUTION TO SET THE 2008 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 C.R.S. § 31-25-609, 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, by the Home Rule Charter and Ordinance No. 2002-25, the City Manager of the City of Centennial is required to cause the preparation of and submission to the City Council the annual City budgets and budgets of City-owned and controlled districts; and

WHEREAS, the City Manager submitted a proposed District 2009 Budget (“Budget”) to the Board of Directors of the District and the Budget was adopted by the Board on November 17, 2008; 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 Citizens Service Center, 12503 East Euclid Drive, Suite 200, Centennial, Colorado, and a public hearing was held on November 17, 2008, at the City of Centennial Citizens Service Center, 12503 East Euclid Drive, Suite 200, 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, the amount of money available for 2009 Financial Uses is \$276,235; and

WHEREAS, the 2008 valuation for assessment of real property within the District, as certified by the Arapahoe County Assessor, is \$5,180,140,

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

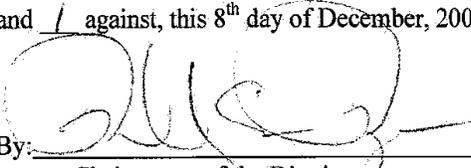


Antelope General Improvement District
Resolution No. 2008-AGID-R-02
Page 2

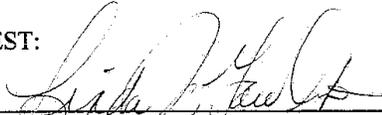
TO SET MILL LEVY

1. That for the purpose of meeting general operating expenses of the District during the 2009 budget year, there is hereby levied a tax of 1.158 mills for General Operating Expenses, plus 19.342 mills for General Obligation Bond and Interest which represents a temporary rate reduction in mill levy for Budget Year 2009, for a total mill levy of 20.500 upon each dollar of total valuation for assessment of all taxable property within the District, to raise \$106,193 in revenue, of which 1.5% will be paid to the Arapahoe County Treasurer as a collection fee.
2. That the City Manager 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.

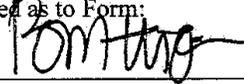
ADOPTED by a vote of 8 in favor and 1 against, this 8th day of December, 2008.

By: 

 Chairperson of the District

ATTEST:
 By: 

 Secretary to District

Approved as to Form:
 By: 

 Attorney for District



CERTIFICATION OF TAX LEVIES

DISTRICT ID 4020

ANTELOPE WATER SYSTEM GENERAL IMPROVEMENT DISTRICT

Page 1.

TO: County Commissioners of Arapahoe County, Colorado

For the year 2008, the Board of Directors of the
(governing body)

Antelope Water System General Improvement District hereby certifies a total levy of 20.500 mills
(unit of government)

to be extended by you upon the total assessed valuation of \$ 5,180,140

to produce \$ 106,193 in revenue.

The levies and revenues are for the following purposes:

| | LEVY | REVENUE |
|--|---------------------|-------------------|
| 1. General Operating Expense | <u>1.158</u> mills | \$ <u>5,999</u> |
| 2. Refund / Abatements | _____ mills | \$ _____ |
| 3. Temporary Tax Credit or Rate Reduction (minus) | < _____ > mills | \$ < _____ > |
| SUBTOTAL | <u>1.158</u> mills | \$ <u>5,999</u> |
| 4. General Obligation Bonds and Interest | | |
| a. See attached description | <u>19.342</u> mills | \$ <u>100,194</u> |
| b. See attached description | _____ mills | \$ _____ |
| SUBTOTAL | <u>19.342</u> mills | \$ <u>100,194</u> |
| 5. Contractual Obligations Approved at election | _____ mills | \$ _____ |
| a. See attached description | _____ mills | \$ _____ |
| b. See attached description | _____ mills | \$ _____ |
| SUBTOTAL | _____ mills | \$ _____ |
| 6. Capital Expenditures levied pursuant to 29-1-301(1.2) or 29-1-302(1.5) CRS. | _____ mills | \$ _____ |
| 7. Other (specify) | _____ mills | \$ _____ |
| TOTAL | <u>20.500</u> mills | \$ <u>106,193</u> |

Contact Person: Dawn Phiday Daytime Telephone Number 303-754-3325

Signed _____ Title Mayor

NOTE: Certification must be to three decimal places only.

Send copy to the Division of Local Government

IF YOU ARE LOCATED IN MORE THAN ONE COUNTY, PLEASE LIST ALL COUNTIES HERE:



CERTIFICATION OF TAX LEVIES

DISTRICT ID 4020

ANTELOPE WATER SYSTEM GENERAL IMPROVEMENT DISTRICT

Page 2.

PLEASE SUBMIT THE FOLLOWING INFORMATION FOR EACH GENERAL OBLIGATION BOND:

Purpose of Issue Construct Water System Series 2005

Date of Issue September, 2005 Coupon Rate Varies (3.25% - 5.125%)

Maturity Date 2035

Levy: 19.342* Revenue: \$100,194

(Show here and on line 4 of Page 1)

*Represents temporary reduction.

Please submit the following information for each contractual obligation:

Title _____

Date of Approval _____ Principal Amount _____

Maturity Date _____

Levy: _____ Revenue: _____

(Show here and on line 5 of Page 1)

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



CENTENNIAL URBAN REDEVELOPMENT AUTHORITY

RESOLUTION NO. 2008-CURA-R-03

**A RESOLUTION TO ADOPT THE CENTENNIAL URBAN REDEVELOPMENT
AUTHORITY REVISED 2008 BUDGET AND 2009 BUDGET AND TO
APPROPRIATE SUMS OF MONEY**

WHEREAS, by City of Centennial Resolution 2005-R-73, the City Council of the City of Centennial pursuant to the Urban Renewal Law created the Centennial Urban Redevelopment Authority ("CURA") as an urban renewal authority and a body corporate and politic; and

WHEREAS, pursuant to the Urban Renewal Law, CURA has the authority and obligation to manage and oversee the redevelopment of the Redevelopment Area and has all powers necessary or convenient to carry out the Urban Renewal Law; and

WHEREAS, pursuant to the Urban Renewal Law, the City Council for the City of Centennial serves as the Board of Commissioners of the CURA and, by practice and convenience and in accordance with the Urban Renewal Law, the administrative staff of the City serves as the administrative staff of the CURA; and

WHEREAS, the Executive Director of the CURA caused to be prepared a revised 2008 budget and a 2009 annual budget for the CURA and the Director submitted these documents ("Budget") to the Board; and

WHEREAS, it is not only required by law but also necessary to appropriate the revenues provided in the Budget to and for the purposes described below, as more fully set forth in the Budget, so as not to impair the operations of the CURA; and

WHEREAS, whatever increases may have been made in the expenditures, like increases were added to the revenues so that the Budget remains in balance, as required by law; and

WHEREAS, upon due and proper notice, published in accordance with applicable law, the proposed Budget was open for inspection by the public at the Citizens Service Center, 12503 East Euclid Drive, Suite 200, Centennial, Colorado, and a public hearing was held on, November 17, 2008, at the City of Centennial Citizens Service Center, 12503 East Euclid Drive, Suite 200, Centennial, Colorado; and

WHEREAS, interested citizens of the CURA were given the opportunity to file or register any objections to the proposed Budget;

WHEREAS, the Executive Director shall present a Resolution to the Board of Commissioners prior to any applicable deadline for setting of a mill levy in accordance with law,

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of the Centennial Urban Redevelopment Authority:



Section 1. **2008 Revised Budget.**

- A. The 2008 Revised Budget as presented to the Board of Commissioners is hereby approved and adopted as a revision to the approved 2008 Budget. Such Revised Budget is incorporated into this Resolution as if set out in full. Copies of the 2008 Revised Budget shall be made available for public inspection upon request in the office of the Deputy City Clerk for the City of Centennial.
- B. Nothing herein shall prevent or preclude the Board of Commissioners from amending or otherwise modifying the adopted budget as may be permitted by law.

Section 2. **2009 Budget.**

- A. The 2009 Proposed Budget for the Centennial Urban Redevelopment Authority as presented to the Board of Commissioners is hereby approved and adopted and shall be known as the 2009 Budget for the CURA. The 2009 Budget is incorporated into this Resolution as if set out in full. Attached to this Resolution is a "Centennial Urban Redevelopment Authority Summary" summarizing the financial resources, financial uses, and funds available for the CURA. Copies of the 2009 Budget shall be made available for public inspection upon request in the office of the City of Centennial Deputy City Clerk.
- B. The Budget, as hereby approved and adopted, shall be certified by the Treasurer and the Chairperson to all appropriate agencies and is made a part of the public records of the CURA.
- C. Nothing herein shall prevent or preclude the Board of Commissioners from amending or otherwise modifying the adopted budget as may be permitted by law.

Section 3. **2009 Appropriations.**

- A. Appropriations for 2009 are hereby approved for the CURA and are identified in the 2009 Budget and the attached "Centennial Urban Redevelopment Authority Summary" as "Financial Uses."
- B. Appropriations for budget year 2009 for the CURA shall also include appropriation of previously budgeted and appropriated, but remaining unexpended, funds from 2008 and such funds shall remain available for expenditure in 2009 for the identified purposes of the CURA as the budget may be amended and appropriations supplemented by the Board of Commissioners in accordance with applicable law.



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ADOPTED by a vote of 8 in favor and 0 against this 17th day of November, 2008.

By: _____

Randolph E. Pye, CURA Chairperson

ATTEST:

By: _____

Brenda J. Madison
Secretary to CURA

Approved as to Form:

By: _____

CURA Counsel

I hereby certify that to the best of my knowledge the above and the budgets presented to the Board of Commissioners with this Resolution are true and correct copies of the 2008 Revised and the 2009 Budget as adopted by the Centennial Urban Redevelopment Authority.

By: _____

Randolph E. Pye, CURA Chairperson

Susan Bockenfeld, Treasurer



CENTENNIAL URBAN REDEVELOPMENT AUTHORITY SUMMARY

The following chart summarizes the financial resources, financial uses, and funds available for the Centennial Urban Redevelopment Authority (CURA) funds.

| Funds | 2008 Beginning Balance | 2008 Revised Financial Resources | 2008 Revised Financial Uses | 2008 Ending Balance | 2008 Financial Resources | 2008 Financial Uses | 2008 Ending Balance |
|-----------------------|---------------------------------------|---|--|------------------------------------|---|------------------------------------|------------------------------------|
| Special Revenue Funds | 76,530 | 3,442,494 | 3,382,398 | 136,626 | 164,028 | 300,654 | - |
| CURA | 76,530 | 3,442,494 | 3,382,398 | 136,626 | 164,028 | 300,654 | - |



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

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

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

*Our Voice. Our Vision.
Centennial 2030*



Centennial

City of Centennial

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