

# 2007 Adopted Budget

## 2007 Budget Acknowledgements

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### **City Council**

Edward J. Tauer ..... Mayor  
Brad Pierce..... Mayor Pro-Tem and At-Large  
Deborah Wallace..... Ward I  
Renie Peterson..... Ward II  
Larry Beer..... Ward III  
Molly Markert..... Ward IV  
Sue Sandstrom ..... Ward V  
Robert E. Broom..... Ward VI  
Robert FitzGerald..... At-Large  
Ryan Frazier ..... At-Large  
Steve Hogan..... At-Large

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Nancy Freed ..... Deputy City Manager  
Frank Ragan..... Deputy City Manager  
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

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**City of Aurora  
Colorado**

For the Fiscal Year Beginning

**January 1, 2006**

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to Aurora, Colorado for its annual budget for the fiscal year beginning January 1, 2006.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

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



# SPECIAL RECOGNITION

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The following individuals and groups played a key role in the development of the 2007 budget for the City of Aurora. We recognize them here for their hard work and valuable contributions.

## **Council Appointees**

Charles Richardson, City Attorney  
Zelda DeBoyes, Municipal Court Administrator

Richard Weinberg, Presiding Judge  
Laurie Cole, Chief Public Defender

## **Deputy City Managers**

Nancy Freed, Deputy City Manager of Operations  
Frank Ragan, Deputy City Manager of Community Services  
John Hilton, Deputy City Manager of Administration

## **Directors**

Assistant City Manager, Janice Napper  
Aurora Water, Peter Binney  
Civil Service, Terry Kulbe  
Communications, Kim Stuart  
Development Services, Dianne Truwe  
Finance, John Gross  
Fire, Casey Jones  
Human Resources, Kin Shuman

Information Technology, Mark C. Pray  
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Neighborhood Services, Nancy L. Sheffield  
Parks & Open Space, Jack Cooper  
Planning, Robert Watkins  
Police, Daniel Oates  
Public Works, Dave Chambers

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City Council, Yvonne Madril-Brawner  
Court Administration, Helen Damaskos  
Development Services, Tod Kuntzelman  
Finance, Larry Schroeder  
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Neighborhood Services, Nikke Stinson  
Parks & Open Space, Christine Grimaud  
/Coni Herring  
Planning, Janice Lamon  
Police, Bill Curtis/Christine Waters  
Public Defender's Office, Joyce Pugh  
Public Works, Cathy Beddow

## **Council Committees**

Citizens' Advisory Budget Committee  
Citizens' Advisory Committee  
on Housing and Community Development

Citizens' Utilities Advisory Committee

## **Cover Artist**

Rob Little

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**2007**



# **Aurora City Council**



**Mayor Ed Tauer**



**Brad Pierce**  
Mayor Pro-Tem (At-Large)



**Deborah Wallace**  
Ward I



**Renie Peterson**  
Ward II



**Larry Beer**  
Ward III



**Molly Markert**  
Ward IV



**Sue Sandstrom**  
Ward V



**Bob Broom**  
Ward VI



**Bob FitzGerald**  
At-Large



**Ryan Frazier**  
At-Large



**Steve Hogan**  
At-Large

**2007**



## Introduction to the City of Aurora 2007 Adopted Budget

This 2007 Adopted Budget for the City of Aurora is the product of a well-established cooperative process carried out by City staff with the guidance and direction of City Council. The purpose of this document is to provide both summary-level and detailed information on the 2007 budget as adopted by City Council this past fall. In keeping with best practices adopted by the City and reflected in criteria published by the Government Finance Officers Association, this budget is intended to serve as:

- A policy document that highlights the key issues that shape the budget and outlines the financial and other policies that guide the City's operating plans;
- A financial plan that describes and summarizes relevant information related to: revenues, expenditures, debt service, and funds available for all City funds;
- An operations guide that provides useful information on the nature, purpose, and accomplishments of the City's various organizational units; and
- A communications device that summarizes and illustrates key information related to: the City's people, resources, planning processes, and budget outlook.

In order to fulfill these purposes, the budget is divided into several sections. The *Budget Message* and *Summary Information* provide information that describes the contours of the City's budget and the issues that shaped its development. The *Profile of Aurora* provides information on Aurora's economic, demographic, and community outlook along with specific information on the City's organizational structure. The *2007 Economic and General Fund Revenue Overview* provides a detailed description of the City's revenue outlook for 2007 and beyond. The *Long Range General Fund Financial Outlook* identifies expected revenues and expenditures for all general government functions through 2011. The *Fund Summaries* provide tables and narratives that explain major changes in funds available for all City funds. The *Department Operating Budgets* section provides information on departmental operating appropriations, staffing, and programs. The *Capital Improvement Program* section describes the City's five-year capital improvement program for all funds. The *Unfunded Needs* section is a list of potential additions to the budget, which cannot be funded within available revenues. A set of appendices is included with additional information on the City's budget.

The figures and narratives published in this document reflect the status of the 2007 budget as originally adopted by City Council, and the status of the 2006 projected budget at the time the 2007 budget was adopted. There are inevitably changes that occur each year, after the budget is adopted, which are not reflected in the totals reported here. Such changes will be documented in the 2008 budget.

We hope that all who make use of this Adopted Budget document find it helpful and easy to use.



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# **BUDGET MESSAGE**





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**DATE:** January 31, 2007  
**TO:** Mayor Tauer and Members of City Council  
**FROM:** Ronald S. Miller, City Manager   
**SUBJECT:** 2007 ADOPTED BUDGET MESSAGE

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With this message, I am transmitting the 2007 Adopted Budget. The budget is balanced for all funds. I am confident that this balanced budget offers a viable financial plan that provides for considerable improvement in the City's service capacity.

The 2007 adopted budget continues to focus on programmatic prioritization of services, maintains critical service priorities, addresses some of the key service needs necessitated by the continued growth and development of the City, and begins the process of gradually restoring important City services within the limits set by available revenues. The following items are among the highest priority needs addressed by this budget:

- Maintaining all existing public safety services, adding full-year funding for operations at Fire Stations #14 and #15, funding mandated increases in uniformed police staffing, and strengthening other public safety services;
- Maintaining, at the highest possible level, street maintenance, infrastructure improvement, and asset management programs;
- Restoring and maintaining services at various facilities including library hours at multiple locations, parks operations and maintenance, and funding normal operations at all City pools and recreation centers including Parklane, Village Green, and Fitzsimons;
- Continuing work on the Prairie Waters Project and other water projects that will improve the City's water portfolio, drought-harden the system, and improve system reliability; and
- Maintaining other key City services and undertaking new efficiency initiatives.

The adopted budget for 2007 reflects the guidance and feedback provided by Council, in addition to extraordinary staff efforts to develop a comprehensive program of municipal services and capital projects that take into account the constraints imposed by recent economic downturns and future economic uncertainty. This budget also reflects the City's focus on maintaining a sustainable budget through careful prioritization of services and projects and prudent resource utilization.

This budget message provides: a brief review of the City Council's goals - which form the foundation of the City's budget priorities and operational plans; identification of key issues that affect the development of the budget; an overview of the budget and the assumptions used to construct the budget; a summary of projected revenues, recommended appropriations, and staffing for the General Fund and other funds; a review of the five-year Capital Improvement Program; and a summary of other needs (outside of the adopted budget) which could be funded if Council approves additional revenue enhancements.

## **CITY GOALS AND OBJECTIVES**

The City's goals and objectives form the foundation for a set of long-range planning processes, including five-year revenue and spending projections, the Comprehensive Plan, and Phase II of the Facilities Master Plan. The updated goals and objectives adopted by City Council in 2006 collectively outline the City's vision for the future. These goals are linked to numerous planned activities, as described elsewhere in this budget book. The City's goals encompass nine major areas of focus:

1. Aurora will be a fiscally strong and financially well-managed city;
2. Develop an effective transportation system for moving people and goods;
3. Make Aurora the best city in which to locate, expand, and operate a business;
4. Enhance Aurora's identity and raise awareness of the City's many qualities;
5. Ensure a safe community for people;
6. Implement a vision for growth and the effective delivery of services to stakeholders;
7. Provide an excellent water management and utility system;
8. Serve as leaders to shape policy that benefits the Aurora community; and
9. Support effective efforts to integrate/orient an increasingly diverse community.

The 2007 budget process provided an opportunity to further strengthen the City's emphasis on developing strategic, citywide priorities. References to these goals and to specific activities that support these goals are included throughout this budget document.

## **KEY ISSUES AFFECTING THE 2007 BUDGET**

The City's budget, similar to those of other cities experiencing continued growth, is dynamic. Responding effectively to changing needs is a key criterion for developing and managing a municipal budget. In addition, budget decisions made in one year have definitive effects on future years. Some of the major long-term issues influencing development of Aurora's 2007 budget include:

- Community service needs for both the "existing" City and newly-developing areas;
- The impact of past budget reductions;
- The Structural Revenue Study and the City's long-range financial outlook; and
- The status of the Facilities Master Plan, Phase II.

## Community Service Needs

A key step in the budget development process is identification of community service needs. As noted earlier, the goals and objectives adopted by Council provide the foundation for establishing City service priorities. These priorities take into account services required in the existing City as well as service needs in newly-developing areas. These goals, objectives, and activities guide the budget development process by helping to identify service priorities for:

- Police staffing, patrol, and special services;
- Fire Department response and program requirements;
- Parks development, maintenance, and operations;
- Street improvements and maintenance intervals;
- Library hours and services;
- Recreation and cultural programming;
- Planning, code enforcement/neighborhood support, and development services; and
- Administrative support.

The 2007 adopted budget includes funding designed to address high priority needs in each of the areas noted above. Continued population growth and new development, combined with the impact of the economic downturn from 2002 through 2006 have significantly affected the City's ability to deliver services consistent with the standards and guidelines established for each program. Consequently, the 2007 adopted budget focuses on both maintaining current services and beginning the process of restoring other services throughout the City.

## Past Budget Reductions

Between 2001 and 2006, the City enacted continuing budget cuts that totaled \$31 million. These reductions remain in effect today. In addition, many other budget adjustments were implemented each year, including numerous one-time spending reductions (such as reducing PC and vehicle replacements), capital project deferrals, furloughs, elimination of funding for pay and benefit increases, and use of \$17 million from one-time reserves. By 2006, a total of 131 FTE were eliminated, with funding for 47 other FTE transferred to non-General Fund sources.

The overall impact of the economic downturn and associated budget reductions is a diminution in both the quantity and quality of services offered by the City. With the City's population 21,000 persons higher than in 2001, staff in all departments are stretched thin and many valued services (such as street maintenance, neighborhood support, and the second language program) were reduced or eliminated. Staffing in many departments remains below 2001 levels. In addition, extension of some services to newly-developed areas of the City has been delayed.

These reductions had the largest impact on non-public safety functions. General Fund support for these programs decreased by 14.6 percent between 2001 and 2006 while funding for public safety functions, primarily uniformed police staff, increased by 21.4 percent in the same period. The net result of these changes is that funds previously used to support other City services have been diverted to cover public safety needs.

## **The Structural Revenue Study / Long-Range Financial Outlook**

In response to continued economic uncertainty, the City recently hired independent consultants to complete a review of the structure of City revenue and its long-range financial outlook. This Structural Revenue Study focused on the City's current revenue capacity and options for enhancing revenue. Among the key findings of the study are the following observations.

- Recent General Fund revenue growth has been moderate.  
2003: 2.0%      2004: 3.0%      2005: 6.3%      2006: 4.1% (est.)
- These rates of growth are not adequate to catch up with past shortfalls.
- Costs (e.g. fuel prices, mandated increases in public safety costs, etc.) are growing more rapidly than revenue.
- The City is overly reliant on sales and use taxes as its primary sources of revenue.

The study identified a "structural gap" between service needs and the City's present revenue capacity. Although strong revenue growth may reduce the size of the gap, the gap is expected to grow even if long-term revenue growth remains at current rates.

In response to these findings, Council authorized work on revenue enhancement recommendations that will generate approximately \$3.2 million in additional revenue starting in 2007. The revenue generated by these measures, combined with robust local sales tax growth, will allow the City to make progress towards gradual restoration of high priority services. The proposed revenue enhancements incorporated into this budget include:

- Increasing fees for recreation and cultural services to more fully cover the costs of these programs;
- Increasing other administrative fees to keep pace with inflation and more fully recover associated program costs;
- Increasing overhead charges assessed against the City's enterprise funds; and
- Hiring more auditors.

Even with these added revenues, significant unfunded needs remain. City departments have identified a number of important service needs beyond those in the adopted budget, totaling \$9.5 million, for which funding is not currently available (see page A-14). Our long-term projections continue to show that future funding from current revenue sources is not adequate to cover these needs. In addition, the City's Facilities Master Plan, Phase II identified over \$380 million of unfunded future capital project priorities. Consequently, we expect that the ability to maintain and improve City services, extend services to newly-developing areas, and complete future capital projects will depend primarily on the City's ability to enact additional revenue enhancement measures.

Staff continues to work on two additional revenue enhancement recommendations from the Structural Revenue Study, as directed by Council. City Council authorized a study to develop/refine appropriate charges for the extension of services to newly-developing areas of the City. These charges could be in the form of either fees or taxes for operating expenses and/or

impact fees for infrastructure, capital facilities, and other capital projects. In addition, the City is exploring ways to expand market-based revenue opportunities including advertising sponsorship and other forms of corporate giving.

### Facilities Master Plan, Phase II (FMP II)

The City's future needs include a number of important capital projects. Transfers to the Capital Projects Fund have been reduced to a level that is sufficient to fund only capital maintenance and a few smaller facilities and infrastructure projects. The FMP II identifies a number of facility and infrastructure needs that will arise in the next 5-10 years. Currently, no funding is available for the vast majority of these needs, although some smaller projects may be added to the five-year Capital Improvement Program as funds become available.

Many of the items included in the FMP II will support essential services such as:

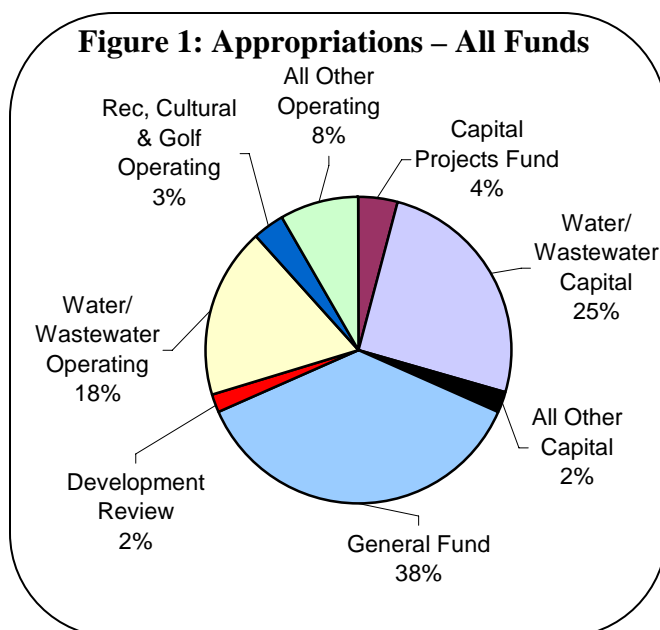
- Fire stations to service newly-developing areas;
- A pool and community center to replace or supplement older facilities in North Aurora; and
- Essential transportation projects including the Colfax / I-225 interchange, Gun Club and Quincy road widening, and extension of 6<sup>th</sup> Avenue to E-470.

City Council has asked the Citizen's Committee on Governance and Infrastructure to examine the City's capital needs and develop recommendations to fund them. Based on the work completed in the Structural Revenue Study, it appears clear that adequate funding could depend primarily on the voters' willingness to approve the issuance of bonds for specific projects. Revenue from additional impact fees would also be helpful in offsetting capital costs associated with new development.

### BUDGET OVERVIEW – ALL FUNDS

The City's budgeted funds include: the General Fund, the Capital Projects Fund, the Water and Wastewater funds, the Recreation and Golf funds, the Development Review Fund, and various other enterprise, internal service, and governmental funds. Appropriations from these funds provide for operating, debt service, and capital costs.

In 2005, total City revenues and other sources for all funds, including planned use of reserves, were \$652.7 million. In 2006, this total will decrease to \$609.6 million, with a subsequent rise to \$667.8 million in 2007. Of the \$667.8 million, \$660.1 million



will be used to cover budgeted appropriations and \$7.7 million will be used to increase funds available in various funds. The primary reason for the large increase in revenue is the issuance of utility revenue bonds for water-related capital projects.

The General Fund accounts for approximately 38 percent of total appropriations, while another 31 percent of the 2007 budget is dedicated to capital projects in several funds. Nearly 80 percent of this amount (25 percent of the total budget) represents capital costs for Aurora Water. Approximately 31 percent the City's total budget is for operating costs that are not included in the General Fund. Over half of this amount (18 percent of the total budget) represents operating costs for Aurora Water. Figure 1, on the prior page, illustrates the distribution of the City's total appropriations in 2007.

A total of \$660.1 million in appropriations are proposed for all funds, including enterprise and capital funds. This compares with a 2006 adjusted budget (estimate) of \$580.1 million, including supplemental amendments for all funds. The difference between 2006 and 2007 is primarily due to changes in the General Fund, Wastewater Fund, and Water Fund. Table 1 summarizes appropriations and past (actual) expenditures for the City's largest funds.

**Table 1: Appropriations Summary: All Funds**

<b>Fund</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Estimate</b>	<b>2007 Adopted</b>
General Fund	\$ 212,378,850	\$ 220,516,057	\$ 231,595,804	\$ 242,628,604
Capital Projects Fund	33,972,485	42,212,196	21,040,829	28,273,604
Community Development Fund	4,247,074	8,893,387	5,750,827	5,341,067
Debt Service Funds	7,973,012	8,537,531	8,483,946	8,316,968
Development Review Fund	8,486,612	10,212,103	10,831,058	12,397,824
Fleet & Print Shop Funds	6,728,995	7,073,817	7,765,317	8,409,164
Golf Fund	8,961,242	14,500,877	10,142,561	10,555,698
Recreation & Cultural Funds	11,259,340	11,251,687	11,519,763	12,332,016
Risk Management Fund	5,396,135	7,945,169	7,970,759	8,633,865
Wastewater Fund	42,409,847	39,315,608	49,352,590	68,002,531
Water Fund	81,537,609	174,823,486	174,798,120	217,455,518
Other Funds	28,885,114	54,264,596	40,821,937	37,727,076
<b>GRAND TOTAL</b>	<b>\$ 452,236,315</b>	<b>\$ 599,546,514</b>	<b>\$ 580,073,511</b>	<b>\$ 660,073,935</b>

## THE GENERAL FUND

The General Fund (GF) is the primary source of funding for most City operations. Funding for operating costs related to public safety, public works, parks, libraries, and other City services comes primarily from the General Fund. In addition, annual transfers from the General Fund to the Capital Projects Fund provide monies for many of the City's capital needs. Table 2, on the following page, provides a summary of major changes to the 2007 General Fund budget.

Table 2: 2007 General Fund Summary

Sources	Amount	Comment
<b>Revenues and Other Sources</b>	<b>\$ 242,759,757</b>	Includes \$3.2 million from Structural Revenue Study recommendations and \$2.1 million from the General Fund Operating Reserve for one-time fleet replacement purchases.
<b>Uses</b>		
2006 Adopted Budget	\$ 220,477,595	Initial base budget.
Minus 2006 one-time costs	(1,754,300)	Removal of funding for one-time police equipment purchases combined with various other technical adjustments.
Additional personal services costs (net of vacancy savings)	5,612,666	Includes \$3.7 million for higher civil service pay and benefit costs, \$2.0 million for career service pay and benefit increases, \$1.4 million for increased health insurance costs, and a net increase of \$0.7 million for other personal services costs offset by savings of \$2.2 million from lower old hire pension costs.
Other base budget adjustments	6,783,283	Primary adjustments include \$3.2 million for higher fuel, maintenance, electricity, water, and risk management costs in all departments (including the rec and cultural subsidy), \$2.6 million for an increased transfer to the Capital Fund, and \$0.6 million for increased funding of reimbursement agreements.
2007 Adds	12,262,253	Includes Police staff costs, fleet replacement costs, restoration of library hours, parks maintenance, street maintenance, and other high priority needs.
2007 Reductions	(752,893)	Reflects compensation reserve reduction in anticipation of vacancy savings, reduced General Fund support for recreation programs due to higher fees plus realignment of some parks staffing costs.
<b>Total 2007 Adopted GF Budget</b>	<b>\$ 242,628,604</b>	
Net surplus / (shortfall)	131,153	Increase operating reserve.
<b>Total Uses of Funds</b>	<b>\$ 242,759,757</b>	

## General Fund Revenue

Figure 2, on the following page, illustrates the distribution of revenue sources within the General Fund. Retail sales remain the backbone of Aurora's General Fund revenue with sales tax alone accounting for over 52 percent of total revenue. Overall, the economy remains active as new retail centers and other businesses continue to locate and expand in Aurora. Several new retail centers are expected to positively affect the City's overall revenue outlook in the next 18 months. This expansion of retail activity will follow on the heels of very strong revenue performance in 2005 and in the first six months of 2006. The City also benefited from strong revenue growth attributable to higher revenues from taxes on electricity and natural gas.

In addition to higher revenue from an improving economy, this budget incorporates \$3.2 million in additional revenue attributable to fee increases, higher cost recoveries from other City funds,

and other revenue enhancement measures. The largest portion of these revenues (\$1.5 million) comes from an increase in charges paid by the City's water utility to cover the cost of services provided by General Fund departments. The increased charge is the result of a detailed analysis of all costs allocated to the Water and Wastewater Funds.

Growth in retail sales and increased tax revenue from electricity and natural gas sales along with enhancements recommended in the Structural Revenue Study are the primary forces that drive a net increase in 2007 General Fund revenue. The projection for 2007 is approximately \$9.4 million higher than forecast at this time a year ago. In total, 2007 revenues are anticipated to increase by 4.1 percent over the estimate for 2006. This increase will follow a 4.1 percent rise in 2006 and a 6.3 percent increase in 2005.

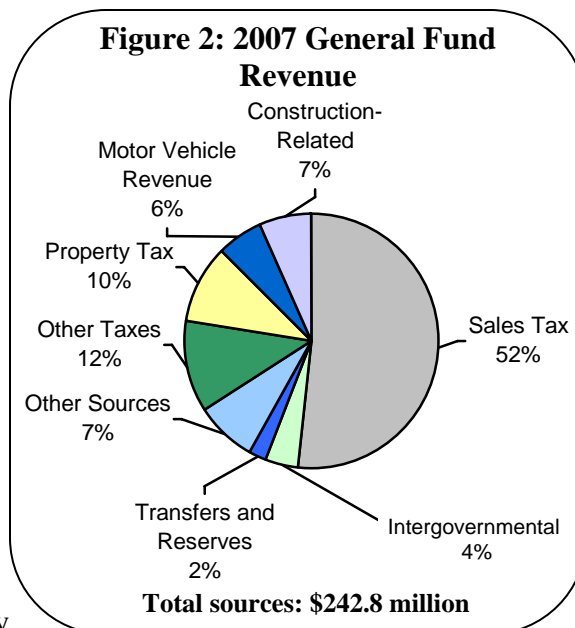


Table 3 provides a summary of anticipated growth in all 2007 General Fund revenue components. The areas of weakness in future revenues are in construction-related sources (building materials use tax and construction permits). These revenue sources appear to be entering a period of decline after setting a record in 2005, as higher interest rates and a large inventory of unsold homes reduce residential construction activity. Revenues from most other sources are expected to increase in 2007.

**Table 3: Key General Fund Revenues  
2006 Estimate to 2007 Budget**

<b>Revenue Source</b>	<b>Percent Change</b>
Sales Tax	5.1%
Construction-Related Revenue	-5.8%
Other Taxes and Audit Revenue	-1.4%
Motor Vehicle Revenue	4.0%
Intergovernmental Revenue	0.7%
Property Tax	4.6%
Other Revenue	21.4%
<b>Total Excluding Transfers</b>	<b>4.3%</b>
Transfers	-8.0%
<b>Total Including Transfers</b>	<b>4.1%</b>

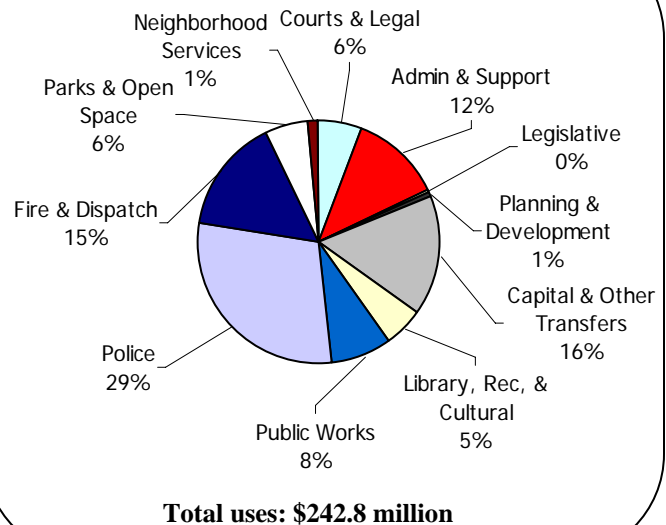
Overall, this trend reflects continued moderate growth in General Fund revenue. Stronger revenue growth is possible, especially in 2006. However, the assumptions used for this budget

are based on a conservative evaluation of anticipated revenue growth. The revenue section of this budget book provides more detail on the overall outlook and presents both the revenue estimate used for this budget and a more optimistic assessment that represents the upper end of the City's potential revenue for the next several years.

## General Fund Appropriations

Recommended General Fund appropriations for 2007 total \$242.6 million, an increase of 4.8 percent from the \$231.6 million projection for 2006. In addition to the budgeted appropriations, approximately \$131,200 will be used to increase the General Fund operating reserve, bringing total uses to \$242.8 million. Public safety costs continue to drive the largest share of appropriations growth; accounting for over 43 percent of the total increase in appropriations. These cost increases are expected to continue in future years as increased staffing, compensation, facilities, and support costs continue to drive significant increases in public safety budgets. As Figure 3 illustrates, public safety functions, including Fire, Dispatch, Police, and the Courts account for 50 percent of total General Fund appropriations. The next largest share of total General Fund appropriations is for transfers to other funds, primarily the Capital Projects Fund.

**Figure 3: 2007 General Fund Appropriations**



The 2007 adopted General Fund budget includes funding for various mandated costs and other high priority items. These items include:

- \$3.4 million for a 3.25 percent pay increase for all civil service (uniformed fire and police) employees and a 1.0 percent step increase for all eligible civil service employees;
- \$2.0 million for a 3.5 percent average pay increase for career service employees;
- \$1.4 million for increased health insurance costs;
- \$3.2 million for increased fuel, natural gas, insurance, and electricity costs;
- \$2.6 million for an increase in the transfer to the Capital Projects Fund;
- \$2.6 million to increase the number of fleet vehicles replaced in 2006;
- \$1.5 million to fund full-year staffing of Fire Stations #14 and #15;
- \$1.3 million to fund 9.0 additional uniformed police officers, 5.0 support staff, and other operating costs;
- \$1.2 million to provide adequate pay and staff for the Emergency Dispatch Center;
- \$0.7 million for additional street maintenance;
- \$0.7 million for items requested by other Council appointees;
- \$0.6 million for additional Parks and Open Space maintenance;

- \$0.5 million to restore library hours and recreation services; and
- A net of \$0.5 million for all other costs including expanded background checks, transfers to the City's long-term reserves, and additional support staff costs.

Even with these additional appropriations, funding for most services will remain at current levels. There will be very few service enhancements without additional revenue. In particular, the City does not expect to provide funding for new libraries, recreation centers, or other amenities, and public safety spending will remain focused on meeting the 2 officers per 1,000 population requirement along with covering the cost of new fire stations.

## **OTHER FUNDS**

In addition to services funded by the General Fund, the City's budget includes funding for a variety of programs and services funded from various other special purpose funds. Listed below is a summary of major changes in the operating budgets for the City's largest funds.

### **Water and Wastewater Funds – Operating Costs**

The Water and Wastewater Funds operate as enterprise funds in which revenues from user fees, development fees, and other charges for services must cover all capital and operating costs. In 2007, the total operating budget will increase by \$20.5 million due to the following items.

- The largest increase is attributable to \$8.9 million in new debt service costs. Another \$4.4 million is for additional short-term water leases.
- Personal services costs increase by \$2.0 million to reflect the addition of 41.0 FTE.
- Supplies and services costs increase by \$2.0 million, including \$1.5 million for a higher overhead payment to the General Fund and \$0.5 million for other operating costs.
- Increases in personal services, fuel costs, and other mandated costs are incorporated at "standard" rates (e.g. 3.5 percent pay raise, 20 percent growth in fuel costs).

### **Development Review Fund – Operating Costs**

- Appropriations will increase by approximately \$1.6 million to reflect the full year cost of additional staff added in the 2006 Spring Supplemental along with the addition of 1.0 FTE in comprehensive planning and other standard increases in personal services and operating costs.
- If the projected weakening in the construction sector takes hold in 2007, vacancies may be held open as needed.

### **Recreation and Cultural Funds – Operating Costs**

- Increases in personal services, fuel costs, and other mandated costs are included at the standard rates and are funded by a subsidy from the General Fund.
- Several appropriations are included to maintain services and to partially restore previous reductions in temporary employee hours and equipment funding.

## Other Funds – Operating Costs

- Funding for the Risk Management Fund will increase by over \$660,000 to account for higher premium costs and increased claims. Revenues for the Risk Fund are generated from charges to other City departments.
- Operating costs in the Arapahoe County Open Space fund will increase by \$1.0 million to reflect higher operating costs and the addition of 7.8 FTE for parks and open space maintenance, open space administration, and ranger patrol.
- Expenditures in the Designated Revenue Fund will increase by \$3.7 million primarily as a result of expenditures for economic development and efficiency improvements.
- Expenditures in the Designated Revenue Fund also include an additional \$411,700 that comes from the imposition of a surcharge on municipal offenses. These funds are used to support the work of community service agencies with a nexus to law enforcement.
- Expenditures in the Fleet Management Fund will increase by \$650,000 as a result of a 20 percent increase in fuel costs and higher maintenance expenses. Revenues for the Fleet Fund are generated from charges to other City departments.

## STAFFING

In 2006, the adopted budget included 2,683.9 FTE. With the approval of several supplementals, the total number of full-time positions for 2006 has risen to 2,739.4 FTE. The 2007 budget includes restoration of an additional 20.5 positions eliminated by prior year budget reductions. Another 91.3 positions are added to meet various new service needs and a net of 2.5 FTE are eliminated because of technical adjustments or transfers, resulting in a 2007 total FTE count of 2,848.7. Table 4 summarizes the staffing levels for all City departments and funds.

**Table 4: 2007 Staffing – All Funds**

Department	FTE			Transfers / Technical	2007 Total
	2006 FTE*	Restored	New FTE		
Aurora Water	375.0	0.0	42.0	-1.0	416.0
City Attorney	50.0	0.0	1.0	0.0	51.0
City Council	13.0	0.0	0.0	0.0	13.0
Civil Service	4.0	0.0	0.0	0.0	4.0
Court Administration	101.0	0.0	1.0	0.0	102.0
Development Services	78.0	0.0	0.0	0.0	78.0
Finance	60.0	0.0	3.0	0.0	63.0
Fire	325.0	5.0	0.0	-1.0	329.0
General Management	125.3	0.5	2.0	0.0	127.8
Human Resources	24.0	0.0	0.0	0.0	24.0
Information Technology	43.0	2.0	0.0	2.0	47.0
Judicial	24.0	0.0	0.0	0.0	24.0
Library, Rec. & Cultural	177.0	5.5	0.0	1.0	183.5
Neighborhood Services	82.5	1.5	0.0	-3.5	80.5
Parks & Open Space	187.5	5.0	10.3	0.0	202.8
Planning	44.1	1.0	0.0	0.0	45.1
Police	759.0	0.0	14.0	0.0	773.0
Public Defender	8.0	0.0	0.0	0.0	8.0
Public Safety Comm.	74.0	0.0	7.0	0.0	81.0
Public Works	185.0	0.0	11.0	0.0	196.0
<b>Totals</b>	<b>2,739.4</b>	<b>20.5</b>	<b>91.3</b>	<b>-2.5</b>	<b>2,848.7</b>

\*Includes supplementals

Of the 109.3 FTE added in 2007, Aurora Water added a net of 41.0 positions to address system expansion and operations needs in addition to capital improvement and overall department support. The Police Department added 14.0 FTE to keep pace with 2 per 1,000 staffing requirements and to increase civilian support staff. The Parks and Open Space Department added a total of 15.3 FTE to address additional parks maintenance and operations needs, with the majority of the FTE funded by various dedicated revenue sources other than the General Fund. The Public Works Department added 11.0 positions to strengthen street maintenance programs. The remaining 28.0 FTE are added in other departments, primarily to help restore services cut in prior years and to extend services to newly-developed areas of the City.

## **CAPITAL IMPROVEMENT PROGRAM**

The Capital Improvement Program (CIP) provides funding over a five-year period for projects of \$25,000 or more that help the City meet its facility and infrastructure needs. All such projects must have a long-term benefit of five years or more. The CIP budget continues the funding of programs for:

- Public facilities construction, remodeling, and renovation;
- Street overlay and reconstruction;
- Major water and wastewater infrastructure projects;
- Park land acquisition, development, and improvements;
- Major facilities repair and enhancement;
- Technology improvements and infrastructure;
- Traffic signal installation;
- Sidewalk and ADA improvements;
- Major equipment purchases; and
- Art in Public Places.

The Capital Improvement Program budget is balanced, meaning that the budget identifies funding sources for all recommended projects for all five years of the plan. Annual capital appropriations from all City funds will reach \$208.3 million in 2007. Over \$1.6 billion in capital projects are budgeted or planned between 2007 and 2011. The primary revenue sources for the five-year CIP are:

- The Capital Projects Fund - \$142.1 million over five years
- The Arapahoe County Open Space (ArCo) Fund - \$17.0 million;
- The Building Repair Fund - \$9.9 million;
- The Conservation Trust Fund - \$11.9 million;
- The Enhanced E-911 Fund - \$14.6 million; and
- The Water and Wastewater Funds - \$1.4 billion.

## **Capital Projects Fund**

The Capital Projects Fund (CPF) provides support for general government capital projects. Appropriations from the CPF will reach \$28.3 million in 2007, with a grand total of \$142.1

million in capital projects planned between 2007 and 2011. As Table 5 shows, with completion of most of the City's major facilities projects in recent years, the remaining funding in the Capital Projects Fund is primarily dedicated to ongoing street maintenance, reconstruction, and other Public Works projects.

**Table 5: Summary of Major CPF Projects 2007-2011**

<b>Project</b>	<b>Total Cost</b>
Street Maintenance, Reconstruction & Improvements	\$67.9 million
Transportation Improvement Program (TIP)	10.0 million
Transfer to Building Repair Fund	9.6 million
800 MHz Radio System Debt Service (transfer to E-911 Fund)	8.6 million
New Fire Stations, Remodeling, and Equipment	8.4 million
Traffic Signals – New	7.3 million
South Maintenance Facility	5.2 million
Direct Costs – Public Works Design & Engineering	5.1 million
Traffic Signal Replacement	2.2 million
Direct Costs – Purchasing Services	2.1 million
Systems and Network Replacement	1.7 million
Alley Construction – NW Aurora	1.6 million
Service Line Undergrounding	1.3 million
Art in Public Places	1.0 million
Infrastructure – Trails	1.0 million
Mid-block Lighting	0.3 million

City policy had been that the CPF was to receive a transfer equal to 100 percent of all Building Materials and Equipment Use Taxes plus 4.0 percent of all other General Fund revenues, less revenue from the 0.25 percent sales and use tax dedicated to the 2 per 1,000 program. The 2006 budget retained the transfer of all Use Taxes, but reduced the transfer of all other General Fund revenues from 4.0 percent to approximately 1.0 percent.

The 2007 budget maintains this reduction in the General Fund portion of the transfer. However, the budget proposes to increase the actual dollar amount of the transfer by a total of \$19.0 million between 2006 and 2011 through a series of transfers from one-time revenues and other sources. A supermajority vote by City Council is required to approve this adjustment. A detailed summary of the transfer calculation is found on page H-6 of the capital section of this budget book.

## **Water and Wastewater Capital Projects**

The Water and Wastewater Funds account for the vast majority of planned capital spending through 2011. The Prairie Waters Project, the largest single project in the Aurora Water Capital Improvement Plan, is the foundation of the City's plans for addressing system growth and drought-hardening the water supply. Aurora Water also is undertaking numerous additional projects including asset acquisition (primarily water rights) and upgrades/rehabilitation for the City's major water and sewer delivery systems. In total, these projects will deliver 10,000 acre-feet of water to current customers by 2010.

As noted earlier, the Water and Wastewater Funds are enterprise funds – meaning the costs incurred by the funds must be paid from revenues available to the funds. The major capital projects identified in the Aurora Water five-year CIP are primarily funded from the planned issuance of revenue bonds that will be repaid in future years. Repayment of the revenue bonds will require increased revenues generated by payments from both current and future customers of Aurora Water.

### **Other Capital Funds**

The City is in the midst of a significant effort to develop new parks, acquire open space, and improve parks and recreation infrastructure. Among the parks and recreation projects included in the five-year CIP are renovation of the Beck Recreation Center, renovation of the Senior Center, construction of several new parks, and refurbishment of trails. Most of the funding for the projects comes from the Arapahoe County Open Space tax and the Conservation Trust Fund.

The Building Repair Fund supports numerous repair and renovation projects. This fund is often used for major mechanical and electrical system replacements and upgrades. Among the projects supported by the Building Repair Fund are replacement of the chiller at the Municipal Justice Center, partial funding for several fire station remodeling projects, and partial funding for the Beck Center remodeling project.

Capital appropriations from the City's E-911 Fund are primarily for debt service related to the new 800 MHz radio system and for replacement of emergency communications equipment.

### **UNFUNDED NEEDS**

Included in this budget book is a list of potential additions to the budget, which cannot be funded within available revenues (Section I). This list includes numerous service needs that probably will require additional funding. Since it is unlikely that high levels of growth in sales tax and other existing revenue sources will persist over the next five years, funding for these items is primarily dependent on the future availability of new revenue sources. The following items are among the identified service needs.

- Funding for a fifth Fire Aerial Truck Company;
- Restoring front desk staff for police districts and restoring other public safety support;
- Full restoration of library hours and services;
- Restoring funding for Forestry staff, median maintenance, and other parks maintenance;
- Restoring and possibly increasing the number of neighborhood liaisons and code enforcement staff;
- Restoring the skills reimbursement program;
- Restoring the Capital Projects Fund transfer to the level set by prior ordinance;
- Restoring funding for new trees, flower beds, medians, and other amenities; and
- Restoring support staff, training, and other operating funding in all departments.

The immediate prospects for funding these service needs are not good. Implementing a fee to cover operating costs in newly-developed areas of the City and expanding market-based revenue opportunities are the two primary revenue options that the City is exploring. The availability of revenue from these sources will not be determined before the middle of 2007, at the earliest.

## **ACKNOWLEDGMENTS**

I would like to thank the Deputy City Managers, Assistant City Manager, Finance Director, Budget Officer, Department Directors, and City Council Appointees for their cooperative approach and valuable assistance in developing this budget. I also wish to thank the Office of Budget and Financial Planning staff and all Department Budget Coordinators for their many diligent hours devoted to the development of this budget. In recent years, the City's budget process worked well in meeting several objectives including:

- Provision of excellent customer service;
- Early identification and response to economic changes;
- Effective anticipation of needs;
- Advance planning for services, programs, and projects;
- Maximizing efficient utilization of resources; and
- Maintaining necessary funding for essential City services.

The Citizens' Advisory Budget Committee, the Citizens' Utilities Advisory Committee, and the Citizens' Advisory Committee on Housing and Community Development are to be commended and thanked for their valuable efforts in reviewing all of the departmental budgets and making beneficial recommendations to City Council. I appreciate their independent reviews and participation in this important process.

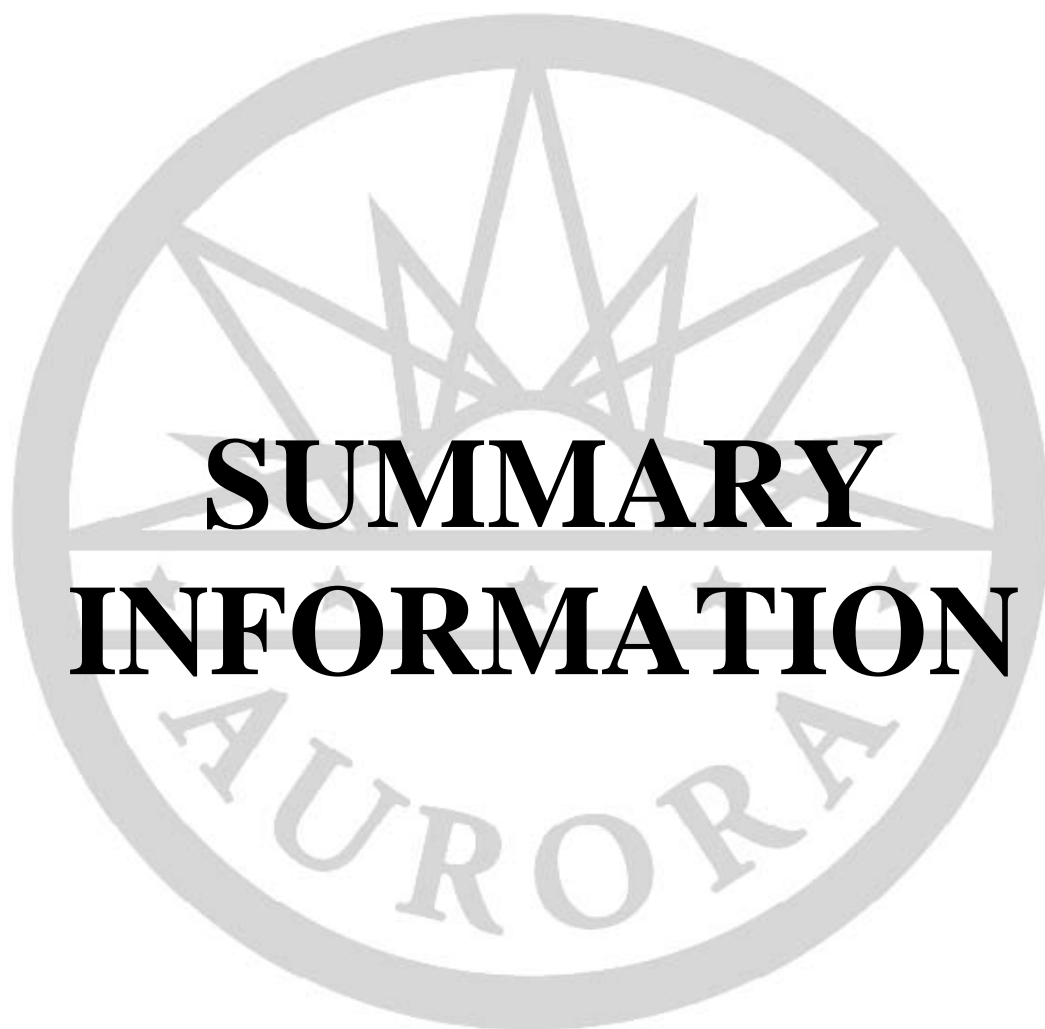
I want to especially express my appreciation for the work of the Mayor and City Council in developing progressive goals and a visionary policy framework within which these budget plans and recommendations could be formulated. The cooperative process undertaken by Council and City staff has been especially important for ensuring that the budget remains balanced while maintaining essential City services and an extraordinary quality of life for the Citizens of Aurora.

Respectfully submitted,



Ronald S. Miller  
City Manager





# **SUMMARY INFORMATION**



## **2007 ADOPTED BUDGET**

### **SUMMARY INFORMATION**

This section of the Adopted Budget presents a series of summary tables and other information that describe various aspects of the City Manager's budget. It serves as a companion to the City Manager's Budget Message by providing summary information that relates to various issues discussed in the message.

#### **Citywide Revenue, Expenditures, and Funds Available**

Attachment 1 provides a summary of revenues, expenditures, and FTE levels for the entire City. As the table shows, the City's total revenues and expenditures have fluctuated significantly. These fluctuations are primarily attributable to debt issued by the City's water utility and the capital projects undertaken with those proceeds. Aurora Water is in the initial stages of a major capital improvement plan designed to strengthen the City's water portfolio. Charges for services have also increased, primarily as a result of increased water rates and fees.

This attachment also shows that overall City FTE levels have begun to increase. Most of the growth in FTE levels is attributable to additional staffing for Aurora Water and the City's public safety functions. Staffing for most other departments is either comparable to or below the 2001 staffing level.

Attachment 2 provides a summary of total operating and capital expenditures / appropriations by fund from 2004 through 2007. The table shows, in more detail, the significant expansion of the Aurora Water capital program, from \$48.0 million in 2004 to a planned \$166.5 million in 2007. In this same period, General Fund appropriations have increased by approximately 4.5 percent per year, with a total increase in appropriations of \$30.2 million over four years. Capital Projects Fund appropriations have declined by \$5.7 million (16.8 percent) since 2004.

Attachment 3 provides a summary of major changes in fund balances for all City funds in 2006 and 2007. Increases or decreases of more than \$1.0 million are noted. All changes in fund balances are illustrated and explained in the Fund Summaries section of this budget book.

#### **Budget Adjustments**

The 2007 Adopted Budget incorporates changes in ongoing personal services and operating costs. These changes include cost increases that apply citywide as well as other non-discretionary increases. Collectively, these adjustments reflect changes in the "base budget." The most significant items incorporated into the 2007 base budget include:

- A 3.5 percent pay increase for all career service (non-union) employees, which increases costs by \$3.5 million for all City funds, with the General Fund cost increasing by \$2.0 million;

- A 3.25 percent pay increase for all civil service (fire and police) employees, plus an annual 1.0 percent step increase for eligible civil service employees - this package costs \$3.4 million, all of which is from the General Fund;
- A 15.0 percent increase in planned City contributions for employee health insurance costs – the total increase in funding is \$1.9 million, of which \$1.4 million is from the General Fund;
- Other provisions in the fire and police salary / benefit contracts that add a net total of approximately \$0.2 million to the General Fund budget;
- An increase of \$2.6 million in the budgeted transfer to the Capital Projects Fund (CPF) to account for higher use tax receipts which must be transferred to the CPF; and
- Increases for other “mandated cost items” including risk management, natural gas, electricity, and water rate increases plus fleet fuel and maintenance costs. The total increase included for these items is \$6.7 million, including a \$3.2 million increase in the General Fund.

The budget also contains base adjustments to reflect necessary funding for increased costs related to ongoing maintenance contracts, changes in incentive payments, changes in existing debt service, changes in expected gifts and grants, and other non-discretionary funding needs. The net cost of these additional adjustments for all departments and funds [excluding a large technical adjustment in the Community Development Fund] is \$3.6 million, with a net increase of \$1.1 million in the General Fund. The City also incorporates technical adjustments, such as elimination of one-time costs, into the base budget. Attachment 4 notes other significant base budget changes in various City funds [in addition to the items described above].

## **Amendments**

Attachment 5 provides a summary of General Fund expenditures / appropriations by department from 2004 through 2007. The Police Department shows the largest increase in appropriations since 2004 (up \$11.7 million), followed by the Fire Department (up \$4.3 million), and General Management (up \$3.9 million). The increase in the Police Department is primarily due to increases in uniformed staffing required by the 2 officers per 1,000 population mandate. The Fire Department increase is primarily due to normal increases in pay and benefits costs along with the cost of opening of Fire Stations 14 and 15. The increase in General Management is primarily due to additional fleet replacement funding.

Attachment 6 provides a summary of the amendments for each department in the General Fund and Attachment 7 provides a summary of the amendments for all other funds. The City Manager’s Budget Message also discusses these items.

## **Staffing**

Attachment 8 provides a summary of staffing levels for all City funds. As the table indicates, 2007 is the first year in recent history that staffing levels for the General Fund have increased. However, staffing levels in the Water and Wastewater funds increased consistently during this

same period, as Aurora Water has undertaken major programs for drought response, system growth, and improved reliability. In addition, staffing in the Arapahoe County Open Space Fund has risen each year as FTE are added to support maintenance, ranger patrol, and education at Arapahoe County parks and opens space sites.

### **Capital Improvement Program**

Attachment 9 provides a summary of the City's five-year Capital Improvement Plan (2007-2011) along with information on expenditures for 2004 through 2006. As the table indicates, the Aurora Water Capital Improvement Program contains the vast majority of planned capital expenditures for the period from 2007 through 2011, accounting for \$1.4 billion out of \$1.6 billion in planned capital expenditures.

The Capital Projects Fund (CPF) now plays a diminished role in the capital program, with the vast majority of planned expenditures now budgeted for ongoing street maintenance programs. The City Manager's Budget Message highlights spending plans for the Capital Projects Fund while planned spending on projects from sources other than the CPF is detailed in Attachment 10. In future years, as the City proceeds with its work on Phase II of the Facilities Master Plan, the City expects to identify funding sources for over \$380 million in new projects to address priority needs in Public Safety; Transportation; Libraries, Recreation, and Cultural facilities; Parks, Open Space, and Trails; and other facilities/infrastructure.

## Attachment 1 Budget in Brief

Department	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Revenues by Source:</b>				
Taxes	183,355,930	195,994,351	204,402,001	211,791,656
Other Revenues	61,080,247	92,663,212	97,828,525	61,520,263
License and Permits	11,034,027	13,772,148	13,641,936	12,669,946
Intergovernmental	36,956,122	26,212,623	29,443,650	29,106,734
Charges for Services	115,059,013	134,822,564	150,546,812	172,326,214
Fines and Forfeitures	5,195,033	7,081,565	7,956,335	8,718,356
Operating Transfers	46,707,998	73,894,012	46,110,668	41,237,017
Sale of Assets	241,643	928,910	416,976	418,257
Proceeds From Borrowing	41,125,000	107,372,022	59,228,695	130,000,000
<b>Total Revenues</b>	<b>\$500,755,013</b>	<b>\$652,741,407</b>	<b>\$609,575,598</b>	<b>\$667,788,443</b>
<b>Expenditures by Category:</b>				
Salaries and Benefits	177,126,140	186,190,424	196,810,451	213,947,059
Supplies and Services	92,511,459	119,649,393	109,628,537	124,164,449
Interfund Charges	10,622,352	11,345,034	12,837,823	14,656,204
Debt Related	29,581,456	36,827,464	34,952,635	43,601,733
Capital Related	3,852,931	3,961,894	7,562,256	10,601,141
Transfers Out	45,918,270	49,459,792	49,768,277	44,842,426
<b>Total Operating Expenditures</b>	<b>\$359,612,608</b>	<b>\$407,434,001</b>	<b>\$411,559,979</b>	<b>\$451,813,012</b>
<b>Expenditures by Function:</b>				
Administrative Services	18,617,987	21,521,859	22,287,456	24,735,017
City Manager's Office	19,157,956	19,692,490	21,936,121	25,808,813
Community Services	128,338,304	135,601,847	140,668,014	149,769,125
Council/Appointees	13,438,821	13,512,744	16,529,503	19,468,064
Development Services	6,805,336	7,511,521	8,221,852	7,957,897
Non-Departmental (Transfers)	53,827,695	71,703,256	57,060,827	56,083,708
Operations	119,426,509	137,890,284	144,856,206	167,990,388
<b>Total Operating Expenditures</b>	<b>\$359,612,608</b>	<b>\$407,434,001</b>	<b>\$411,559,979</b>	<b>\$451,813,012</b>
<b>Capital Improvement Program</b>	<b>\$92,623,707</b>	<b>\$192,112,545</b>	<b>\$168,513,532</b>	<b>\$208,260,923</b>
<b>Total Budget</b>	<b>\$452,236,315</b>	<b>\$599,546,546</b>	<b>\$580,073,511</b>	<b>\$660,073,935</b>
<b>FTE by Function:</b>				
Administrative Services	132.5	129.5	127.0	134.0
City Manager's Office	136.8	131.8	125.3	127.8
Community Services	1,396.4	1,388.6	1,421.5	1,451.0
Council/Appointees	196.0	195.0	196.0	198.0
Development Services	75.0	78.0	78.0	78.0
Operations	732.4	752.6	791.6	859.9
<b>Total FTE</b>	<b>2,669.1</b>	<b>2,675.5</b>	<b>2,739.4</b>	<b>2,848.7</b>

## Attachment 2

### Appropriations Summary: All Funds

Fund Name	2004 Operating	2004 Capital	2004 Actual	2005 Operating	2005 Capital	2005 Actual
<b>Non-General Fund</b>						
Abatement Fund	256,252	-	256,252	285,865	-	285,865
Arapahoe County Open Space Fund	-	-	-	1,296,933	1,665,000	2,961,933
Bond Proceeds Fund	-	-	-	-	1,188,256	1,188,256
Building Repair Fund (a)	-	1,966,500	1,966,500	-	1,830,486	1,830,486
Capital Projects Fund (a)	-	33,972,485	33,972,485	-	42,212,196	42,212,196
Community Development Fund	4,247,074	-	4,247,074	8,893,387	-	8,893,387
Community Maintenance Fund	2,485,000	1,000,000	3,485,000	4,009	-	4,009
Conservation Trust Fund	471,610	3,281,750	3,753,360	463,145	2,382,000	2,845,145
Cultural Services Fund (b)	2,091,444	-	2,091,444	2,177,196	-	2,177,196
Debt Service (GO) Fund	7,973,012	-	7,973,012	7,976,113	-	7,976,113
Debt Service (SID) Fund	-	-	-	561,418	-	561,418
Designated Revenues Fund	9,896,453	-	9,896,453	23,599,423	11,939,834	35,539,257
Development Review Fund (c)	8,486,612	-	8,486,612	10,212,103	-	10,212,103
Emergency Contingency Fund	-	-	-	316,700	-	316,700
Enhanced E-911 Fund	993,863	1,710,000	2,703,863	1,559,011	2,288,981	3,847,992
Fleet Management Fund	5,776,440	-	5,776,440	6,173,789	-	6,173,789
Gifts & Grants Fund	3,938,849	2,129,614	6,068,463	3,469,414	990,000	4,459,414
Golf Courses Fund	9,033,833	(72,591)	8,961,242	14,294,543	206,334	14,500,877
Parks Development Fund	-	594,235	594,235	-	750,996	750,996
Policy Reserve Fund	119,488	-	119,488	163,075	-	163,075
Print Shop Fund	952,555	-	952,555	900,028	-	900,028
Recreation Fund (b)	9,167,896	-	9,167,896	9,074,491	-	9,074,491
Risk Management Fund	5,396,135	-	5,396,135	7,945,169	-	7,945,169
Surplus & Deficiency Fund	41,500	-	41,500	71,500	-	71,500
Wastewater Fund	24,583,108	17,826,739	42,409,847	27,331,281	11,984,327	39,315,608
Water Fund	51,322,634	30,214,975	81,537,609	60,149,351	114,674,135	174,823,486
<b>Total Non-General Fund</b>	<b>\$147,233,758</b>	<b>\$92,623,707</b>	<b>\$239,857,465</b>	<b>\$186,917,944</b>	<b>\$192,112,545</b>	<b>\$379,030,489</b>
General Fund (c)	212,378,850	-	212,378,850	220,516,057	-	220,516,057
<b>Total Budget</b>	<b>\$359,612,608</b>	<b>\$92,623,707</b>	<b>\$452,236,315</b>	<b>\$407,434,001</b>	<b>\$192,112,545</b>	<b>\$599,546,546</b>

## Attachment 2

### Appropriations Summary: All Funds

Fund Name	2006 Operating	2006 Capital	2006 Projection	2007 Operating	2007 Capital	2007 Adopted
<b>Non-General Fund</b>						
Abatement Fund	351,215	-	351,215	364,488	-	364,488
Arapahoe County Open Space Fund	2,169,191	3,500,645	5,669,836	3,119,502	4,379,143	7,498,645
Bond Proceeds Fund	-	125,000	125,000	-	-	-
Building Repair Fund	-	2,816,573	2,816,573	-	2,159,751	2,159,751
Capital Projects Fund	-	21,040,829	21,040,829	-	28,273,604	28,273,604
Community Development Fund	5,750,827	-	5,750,827	5,341,067	-	5,341,067
Community Maintenance Fund	-	-	-	-	-	-
Conservation Trust Fund	506,293	2,440,194	2,946,487	563,283	1,453,000	2,016,283
Cultural Services Fund	2,403,015	-	2,403,015	2,505,220	-	2,505,220
Debt Service (GO) Fund	8,007,391	-	8,007,391	8,017,131	-	8,017,131
Debt Service (SID) Fund	476,555	-	476,555	299,837	-	299,837
Designated Revenues Fund	8,718,651	828,000	9,546,651	12,383,229	2,410,461	14,793,690
Development Review Fund	10,831,058	-	10,831,058	12,397,824	-	12,397,824
Emergency Contingency Fund	338,850	-	338,850	36,000	-	36,000
Enhanced E-911 Fund	2,005,281	2,143,105	4,148,386	2,121,867	2,152,989	4,274,856
Fleet Management Fund	7,100,900	-	7,100,900	7,751,965	-	7,751,965
Gifts & Grants Fund	5,046,693	8,940,354	13,987,047	5,984,961	-	5,984,961
Golf Courses Fund	9,797,561	345,000	10,142,561	10,173,198	382,500	10,555,698
Parks Development Fund	-	687,834	687,834	-	547,934	547,934
Policy Reserve Fund	162,558	-	162,558	50,468	-	50,468
Print Shop Fund	664,417	-	664,417	657,199	-	657,199
Recreation Fund	9,116,748	-	9,116,748	9,826,796	-	9,826,796
Risk Management Fund	7,970,759	-	7,970,759	8,633,865	-	8,633,865
Surplus & Deficiency Fund	41,500	-	41,500	-	-	-
Wastewater Fund	31,744,856	17,607,734	49,352,590	38,911,965	29,090,566	68,002,531
Water Fund	66,759,856	108,038,264	174,798,120	80,044,543	137,410,975	217,455,518
<b>Total Non-General Fund</b>	<b>\$179,964,175</b>	<b>\$168,513,532</b>	<b>\$348,477,707</b>	<b>\$209,184,408</b>	<b>\$208,260,923</b>	<b>\$417,445,331</b>
General Fund	231,595,804	-	231,595,804	242,628,604	-	242,628,604
<b>Total Budget</b>	<b>\$411,559,979</b>	<b>\$168,513,532</b>	<b>\$580,073,511</b>	<b>\$451,813,012</b>	<b>\$208,260,923</b>	<b>\$660,073,935</b>

**Attachment 2  
Appropriations Summary: All Funds**

(a) 2004 Expenditures in the budget book do not match the 2004 Comprehensive Annual Financial Report due to internal transfers associated with splitting the Building Repair Fund from the Capital Projects Fund.

(b) 2004 Expenditures in the budget book do not match the 2004 Comprehensive Annual Financial Report due to internal transfers associated with splitting the Cultural Services Fund from the Recreation Fund.

(c) 2004 Expenditures in the budget book do not match the 2004 Comprehensive Annual Financial Report due to internal transfers associated with splitting the Development Review Fund from the General Fund.

### Attachment 3

### Major Changes in Fund Balances

#### (in Excess of \$1.0 Million)

#### SIGNIFICANT DECREASES IN 2006 FUND BALANCES

Decrease	Fund	Comments
(\$34,975,045)	Water Fund	Funds available decrease due to draw-down of reserves from bond proceeds received in 2005.

#### SIGNIFICANT INCREASES IN 2006 FUND BALANCES

Increase	Fund	Comments
\$5,883,934	Capital Projects Fund	The primary cause of increase is additional transfers from the General Fund. A portion of the transfer increase is due to higher capital-related revenue. In addition \$2.4 million from one-time audit receipts and a Council-approved \$2.5 million transfer of General Fund balance is included.
\$2,860,579	Designated Revenues Fund	Non-departmental is projected to receive \$2.0 million from the General Fund to be used at a later date (\$1.5 million for economic development purposes, and \$500,000 for efficiency improvements). Funds available in the Parks & Open Space Department are increasing primarily due to new Adams County (AdCo) Open Space Tax revenue not being spent.
\$56,304,142	Wastewater Fund	Fund balance increase due to receipt of \$59.2 million in bond proceeds for capital project spending plus higher utility sales revenue, and annexation fees.

#### PLANNED DRAW-DOWNS OF FUND BALANCES IN 2007

Decrease	Fund	Comments
(\$1,958,847)	General Fund	Fund balance draw-down primarily due to \$2,090,000 for one-time fleet purchases.
(\$2,023,937)	Arapahoe County Open Space	Fund balance draw-down primarily for capital projects, including Aurora Reservoir trail replacement, Signature Park, Murphy Creek North Neighborhood Park, and playground renovation.
(\$4,600,338)	Capital Projects Fund	Fund balance will be used to cover capital projects in 2007 including, but not limited to, a new fire station, fire station renovations, traffic and school signal studies, street maintenance, and new equipment.
(\$3,485,553)	Designated Revenues Fund	Use of Fitzsimons Private Redevelopment funds, Art District Loan funds, Television Equipment Upgrade balance, and Technology Efficiency Improvements funds.
(\$1,481,718)	Development Review Fund	Fund balance decrease due to lower revenues in 2007.
(\$17,658,555)	Wastewater Fund	Funds available decrease due to draw-down of bond proceeds for use on capital projects planned in 2007.

#### PLANNED INCREASES OF FUND BALANCES IN 2007

Decrease	Fund	Comments
\$1,009,017	Conservation Trust Fund	Funds available increase due to delay of Beck Recreation Center remodel until 2008.
\$1,412,859	Policy Reserve Fund	Funds available increase due to interest and transfer from General Fund to maintain 10 percent reserve requirement.
\$37,444,108	Water Fund	Fund balance increase due to receipt of \$261.3 million of new bond proceeds in 2007, most of which will be spent on capital projects.

## Attachment 4

### Significant Base Budget Adjustments, Non-General Fund

<b>Fund</b>	<b>Item</b>	<b>Description</b>	<b>Amount</b>
Abatement Fund	Ongoing Supplemental	Increased spending authority for completed abatement activity.	\$ 100,000
Community Development	Grant Adjustment	Lapse Funding for HUD grants.	(401,290)
Designated Revenues	ACLC Payment	Non-Departmental - Decrease of ACLC lease payment due to refinancing.	(350,000)
	Arapahoe Library District	Library, Rec & Cultural Services - Reduce appropriation to match revenues.	(304,322)
	Fitzsimons Redevelopment	Development Services - Reduce appropriation to match funds available.	(173,189)
	Fitzsimons Redevelopment	Development Services - Correct portion of Fitzsimons Private Redevelopment that was budgeted as operating instead of capital.	(2,310,461)
	Incentive Adjustments	Non-Departmental - Pre-existing various incentive contracts.	362,476
Fleet Management	Fuel and Maintenance Costs	General Management - Increase for higher fuel and maintenance costs (29%).	1,078,720
Gifts and Grants	Brownfields Grant	Neighborhood Services - Reduce appropriation to match grant revenue.	(100,260)
Recreation	Mandated Cost	Library, Rec. & Cultural Services - Natural Gas Rate Increase (63%).	120,295
	Contingency Budget	Removal of contingency appropriation from the Recreation Fund to match revenue.	(371,431)
Risk Management	Mandated Cost	Human Resources - Increase in average claim costs and insurance premiums.	1,261,261
Wastewater	Debt Services	Higher debt service payments.	1,900,091
	Metro Wastewater Charges	Increased cost for annual Metro Wastewater Charges.	940,642
	Allocated Admin to CIP	Allocated Personal Services cost to Capital Improvement Projects.	(1,337,814)
Water	Debt Services	Higher debt service payments.	834,555
	Intergovernmental Agreements	Decreased costs for intergovernmental agreements between the City and southeastern Colorado governments.	(6,400,000)
	Allocated Admin to CIP	Allocated Personal Services cost to Capital Improvement Projects.	(2,074,634)

## Attachment 5

### General Fund Appropriations

Department	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
City Attorney	4,259,377	4,213,779	4,380,834	4,553,404
City Council	846,861	859,092	870,139	959,132
Civil Service Commission	442,895	529,403	498,647	535,711
Court Administration	6,001,204	6,129,041	6,247,514	6,676,793
Development Services	1,214,242	867,488	725,705	851,768
Finance	4,456,236	4,550,156	4,495,524	5,153,882
Fire	27,547,852	27,856,221	29,936,685	31,869,490
General Management	12,133,765	11,580,653	13,040,035	15,995,625
Human Resources	1,376,146	1,322,769	1,496,399	1,423,836
Information Technology	6,313,709	6,054,627	6,135,481	6,782,815
Judicial	1,716,367	1,691,036	1,831,632	2,049,608
Library, Rec & Cultural Svcs	11,760,982	11,765,460	11,237,708	12,390,981
Neighborhood Services	4,089,390	3,961,370	3,749,219	3,511,512
Non-Departmental	35,291,300	41,518,531	43,596,372	38,055,097
Parks & Open Space	12,555,842	12,720,013	12,583,294	13,882,798
Planning	1,436,373	1,262,876	1,187,728	1,159,614
Police	59,823,240	62,387,509	66,904,273	71,545,018
Public Defender	493,388	511,980	576,164	588,977
Public Safety Communications Center	3,854,666	3,923,286	4,232,532	5,215,476
Public Works	16,765,015	16,810,767	17,869,919	19,427,067
<b>Total General Fund Appropriations</b>	<b>\$212,378,850</b>	<b>\$220,516,057</b>	<b>\$231,595,804</b>	<b>\$242,628,604</b>

## Attachment 6

### General Fund Amendments

Department	Item	Amount
City Attorney	Salary increases, 1.0 FTE Victim Liaison, and operating expenses.	\$ 361,019
City Council	Blue Ribbon Panel Council project coordinator, Council support coordinator, increase annual dues for U.S. Conference of Mayors.	87,469
Court Administration	New FTE for first appearance center, increased fees for interpreters, eliminate vacancy savings target, and additional funding for Interactive Voice Response (IVR) system.	184,587
Development Services	Business development specialist contract position.	62,000
Finance	Three additional tax auditors, adjustment of external audit fee, additional training for accountants, budget temp staff and professional services, financial assistant contract position and accounting technician contract position paid by Aurora Water.	423,429
Fire	Fire Stations 14 (EMS) and 15 full year funding, emergency medical technician training, offset by transfer of the Business Systems Administrator to Information Technology.	1,501,987
General Management	Includes \$2.1 million of additional funding for fleet replacement, 1.0 FTE for a Courier II position, funding for maintenance at new City facilities, additional federal lobbying contract, new campaign finance reporting software, new county document submission system, additional internal audit training and supplies, temporary energy conservation engineer paid for by energy cost savings, movement of Dutch Mill to Central Facilities, a senior internal auditor and additional funding for Aurora Water building costs at Central, both paid by Aurora Water.	2,752,993
Human Resources	Nationwide background checks for all new hire employees, restoration of Second Language Bonus Program.	154,000
Information Technology	Hardware/software maintenance contracts, Desktop Configuration Administrator, Programmer/Analyst II, transfer of Business Systems Administrator from Fire, Senior Utility Billing System Analyst paid by Aurora Water.	396,237
Judicial	Restore vacancy savings.	176,983
Library, Rec & Cultural Svcs	Partial restoration of Library public hours, restore \$200,000 of \$500,000 bookstock cut, Recreation Division equipment replacement and temporary hours, transfer of North Aurora Special Events Coordinator, restoration of library temporary hours, Utah Pool natural gas, restore shortfall from 2005 merger of Historic Sites and Aurora History Museum, restore Parklane Pool, fund security guard for Martin Luther King Library - adds are partially offset by decreased subsidy due to higher revenue.	529,168
Neighborhood Services	Transfer of Code Enforcement FTE and Original Aurora Renewal FTE from CDBG to General Fund, increase animal care budget.	150,405
Non-Departmental	Increased Police and TABOR Reserve Fund transfer, restore Visitors Promotion Advisory Board transfer, funding for employee bonus plan, offset by reduction in compensation reserve for expected vacancy savings.	811,420
Parks & Open Space	Additional operating expenses (FTE, supplies, utilities) for new park properties, one Ranger Patrol FTE, Aurora Reservoir Weekend Manager, Trail Ranger/Volunteer, maintenance of turf at water drainage channels, additional supplies and admin support, adds partially offset by transfer of open space admin function from General Fund to Arapahoe County Open Space Fund and transfer of Arapahoe County operations and maintenance from General Fund to Designated Revenue Fund.	635,503

## Attachment 6

### General Fund Amendments

Department	Item	Amount
Police	Six new 2/1000 officers and equipment, three new overhire officers and equipment, one Firearms Examiner FTE, two Crime Scene Investigators, one vehicle impound assistant FTE, one systems coordinator FTE, additional appropriation for annual Occupational Safety and Health Administration (OSHA) standard medical screening, Juvenile Accountability Block Grant, budget for medical payments for injured persons, additional recruitment unit travel, crime lab section accreditation, and Police recruitment bonuses.	1,300,853
Public Defender	Additional training and copying costs.	2,500
Public Safety Communications Center	Additional Public Safety Communications Center staff, salary increases, and accreditation costs.	1,176,757
Public Works	Additional staff for street maintenance, public improvement inspections, and street sweeping, additional equipment for street services and engineering services, street lighting electricity growth, public improvement inspections overtime, software and staff training.	802,050
<b>Total Adds</b>		<b>\$ 11,509,360</b>

## Attachment 7

### Significant Amendments in Other Operating Funds

Fund	Item	Amount
Arapahoe County Open Space	Funding for 8.75 FTE and four contract positions in administration, maintenance, open space, landscaping, and trails.	\$ 962,934
Community Development	Full appropriation to match the approved federal spending plan.	5,341,067
Conservation Trust	Funding for 0.25 FTE landscape architect.	22,539
Cultural Services	Transfer North Aurora Special Events Coordinator from Community Development Fund, and restore shortfall from 2005 merger of Historic Sites and Aurora History Museum.	112,743
Designated Revenue	Funding for Agencies with a Nexus to Law Enforcement offset through a court surcharge, payment for economic development agencies funded by a transfer from the Development Review Fund, efficiency investment projects in Information Technology, additional Fire programs, additional Visitors Promotion Advisory Board support in Non-Departmental, 4.0 FTE Forestry maintenance workers, and Arapahoe County Community Park maintenance funded by additional revenue in Parks & Open Space.	1,807,752
Development Review	Transfer for economic development agency funding, 1.0 FTE Socio-economic Analyst and related operating costs, increase in recording fees and permits in General Management, additional training and supplies in Planning, additional overtime in Public Works.	584,283
Emergency Contingency Fund	Transfer of interest proceeds to General Fund for Police recruitment bonuses.	36,000
Fleet Management	New and replacement capital outlay and funding for the maintenance of the two Fleet buildings in General Management.	80,000
Gifts and Grants	Anticipated grant awards in Fire.	20,000
Golf Courses	Budget addition for operations to match actual expenditures.	168,444
Print Shop	Add 0.5 FTE offset printer to handle increased printing demand.	21,848
Recreation	Recreation division equipment replacement, additional Utah Pool natural gas, restoration of Parklane Pool operations, partial restoration of temporary employee hours.	238,002
Wastewater	Funding for 14.0 FTE, increased administrative fee to the General Fund, repair and maintenance of aging infrastructure, and additional operating costs.	4,195,304
Water	Funding for 27.0 FTE, increased administrative fee to the General Fund, additional computers, capital related equipment and vehicles, Griswold and Wemlinger capital adjustments, Wemlinger roof replacement, and additional operating costs.	4,915,016
<b>Total Amendments</b>		<b>\$ 18,505,932</b>

## Attachment 8

### Staffing Summary by Fund

<b>Fund</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Projection</b>	<b>2007 Adopted</b>
Abatement Fund	1.00	1.00	1.00	1.00
Arapahoe County Open Space Fund (a)	0.00	2.75	8.10	16.85
Community Development Fund	29.00	29.00	30.30	27.20
Conservation Trust Fund	4.50	4.50	4.65	4.90
Cultural Services Fund	18.00	18.00	18.00	19.00
Designated Revenues Fund	10.50	15.50	28.10	33.10
Development Review Fund	107.85	115.85	118.25	119.25
Enhanced E-911 Fund	0.00	0.00	5.00	5.00
Fleet Management Fund	40.00	40.00	38.34	38.34
General Fund	2,008.47	1,980.12	1,980.68	2,035.53
Gifts & Grants Fund	4.50	1.50	0.50	0.50
Golf Courses Fund	57.00	56.00	52.00	52.00
Print Shop Fund	5.00	4.00	2.50	3.00
Recreation Fund	69.30	68.30	67.00	67.00
Risk Management Fund	10.00	10.00	10.00	10.00
Wastewater Fund	111.75	123.07	134.10	148.10
Water Fund	192.25	205.93	240.90	267.90
<b>Grand Total</b>	<b>2,669.12</b>	<b>2,675.52</b>	<b>2,739.42</b>	<b>2,848.67</b>

(a) The Arapahoe County Open Space Fund was established in 2005.

### Attachment 9 2004-2011 Capital Improvement Program Summary

				2007 - 2011 Five-Year Plan						Total 2007-2011
				2007 Adopted	2008 Planned	2009 Planned	2010 Planned	2011 Planned		
Fund\Department	2004 Actual	2005 Actual	2006 Projection							
Arapahoe County OS Fund:										
Parks & Open Spaces	\$ -	\$ 1,665,000	\$ 3,500,645	\$ 4,379,143	\$ 2,066,913	\$ 3,769,370	\$ 2,691,902	\$ 4,085,378	\$ 16,992,706	
Bond Proceeds Fund:										
Fire	\$ -	\$ 164,118	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Library & Recreation	-	354,288	-	-	-	-	-	-	-	
Parks & Open Space	-	627,105	125,000	-	-	-	-	-	-	
Police	-	42,745	-	-	-	-	-	-	-	
Total Bond Proceeds Fund	\$ -	\$ 1,188,256	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Building Repair Fund:										
General Management	\$ 1,966,500	\$ 1,830,486	\$ 2,816,573	\$ 2,159,751	\$ 1,991,901	\$ 1,932,127	\$ 1,917,960	\$ 1,893,019	\$ 9,894,758	
Capital Projects Fund:										
Court Administration	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Development Services	-	87,100	250,000	32,580	32,580	32,580	32,580	32,580	162,900	
Finance	60,000	135,113	332,586	127,799	131,397	134,589	137,877	142,392	674,054	
Fire	30,000	1,986,320	1,080,000	1,393,000	3,450,000	550,000	50,000	2,950,000	8,393,000	
General Management	1,240,000	94,333	(12,228)	587,817	1,047,601	2,479,829	3,076,423	449,720	7,641,390	
Information Technology	1,710,000	1,587,127	1,466,140	2,330,000	2,130,000	2,160,000	2,160,000	2,160,000	10,940,000	
Library & Recreation	1,442,295	(839,339)	-	850,000	-	-	-	-	850,000	
Neighborhood Services	1,000,000	-	-	-	-	-	-	-	-	
Non Departmental	2,679,139	18,781,487	2,969,360	2,333,800	2,058,800	2,058,800	2,058,800	2,058,800	10,569,000	
Parks & Open Spaces	1,222,785	1,074,094	253,781	444,629	377,241	747,070	381,945	385,223	2,336,108	
Planning	-	-	-	150,000	-	-	-	-	150,000	
Police	350,000	(5,100)	-	113,000	-	-	-	-	113,000	
Public Works	24,178,266	19,311,060	14,701,190	19,910,979	24,024,654	18,425,293	18,555,223	19,396,538	100,312,687	
Total Capital Projects Fund	\$ 33,972,485	\$ 42,212,195	\$ 21,040,829	\$ 28,273,604	\$ 33,252,273	\$ 26,588,161	\$ 26,452,848	\$ 27,575,253	\$ 142,142,139	
Community Maintenance Fund:										
Public Works	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

### Attachment 9 2004-2011 Capital Improvement Program Summary

				2007 - 2011 Five-Year Plan					Total 2007-2011
				2007 Adopted	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
Fund\Department	2004 Actual	2005 Actual	2006 Projection						
Conservation Trust Fund:									
Library & Recreation	\$ -	\$ 885,000	\$ 1,327,194	\$ 180,000	\$ 2,731,740	\$ 850,000	\$ 299,700	\$ 1,380,871	\$ 5,442,311
Parks & Open Spaces	3,281,750	1,497,000	1,113,000	1,273,000	1,420,000	1,355,000	1,170,000	1,205,000	6,423,000
Total Conservation Trust Fund	\$ 3,281,750	\$ 2,382,000	\$ 2,440,194	\$ 1,453,000	\$ 4,151,740	\$ 2,205,000	\$ 1,469,700	\$ 2,585,871	\$ 11,865,311
Designated Revenues Fund									
Development Services	\$ -	\$ -	\$ -	\$ 2,310,461	\$ -	\$ -	\$ -	\$ -	\$ 2,310,461
Non-Departmental	-	11,807,384	-	-	-	-	-	-	-
Parks & Open Space	-	132,450	828,000	100,000	780,000	400,000	250,000	490,000	2,020,000
Total Designated Revenues Fun	\$ -	\$ 11,939,834	\$ 828,000	\$ 2,410,461	\$ 780,000	\$ 400,000	\$ 250,000	\$ 490,000	\$ 4,330,461
E-911 Fund:									
Information Technology	\$ 1,710,000	\$ 2,288,981	\$ 2,143,105	\$ 2,152,989	\$ 2,231,492	\$ 3,414,001	\$ 3,328,659	\$ 3,447,894	\$ 14,575,035
Gifts & Grants Fund:									
Parks & Open Spaces	\$ (384,672)	\$ 990,000	\$ 273,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Works	2,514,286	-	8,666,854	-	-	-	-	-	-
Total Gifts & Grants Fund	\$ 2,129,614	\$ 990,000	\$ 8,940,354	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Golf Course Fund:									
Parks & Open Spaces	\$ (72,591)	\$ 206,334	\$ 345,000	\$ 382,500	\$ 240,000	\$ 275,000	\$ 470,000	\$ 180,000	\$ 1,547,500
Parks Development Fund:									
Parks & Open Spaces	\$ 594,235	\$ 750,996	\$ 687,834	\$ 547,934	\$ 415,810	\$ -	\$ -	\$ 130,662	\$ 1,094,406
Wastewater Fund:									
Aurora Water	\$ 17,826,739	\$ 11,984,327	\$ 17,607,734	\$ 29,090,566	\$ 54,407,495	\$ 53,963,778	\$ 50,506,367	\$ 34,952,996	\$ 222,921,202
Water Fund:									
Aurora Water	\$ 30,214,975	\$ 114,674,135	\$ 108,038,264	\$ 137,410,975	\$ 343,474,804	\$ 406,196,264	\$ 134,592,992	\$ 173,348,646	\$ 1,195,023,681
TOTAL CIP				\$ 208,260,923	\$ 443,012,428	\$ 498,743,701	\$ 221,680,428	\$ 248,689,719	\$ 1,620,387,199

Capital Improvement Program appropriations are considered spent in the year that they are appropriated on a budget basis. However, on an accounting basis any unspent appropriation carries forward to the next year. Typically, when a project is completed or there is a change in scope associated with a project, surplus budget is lapsed to fund balance. A negative number reflects budget lapses of carried forward budget from previous years.

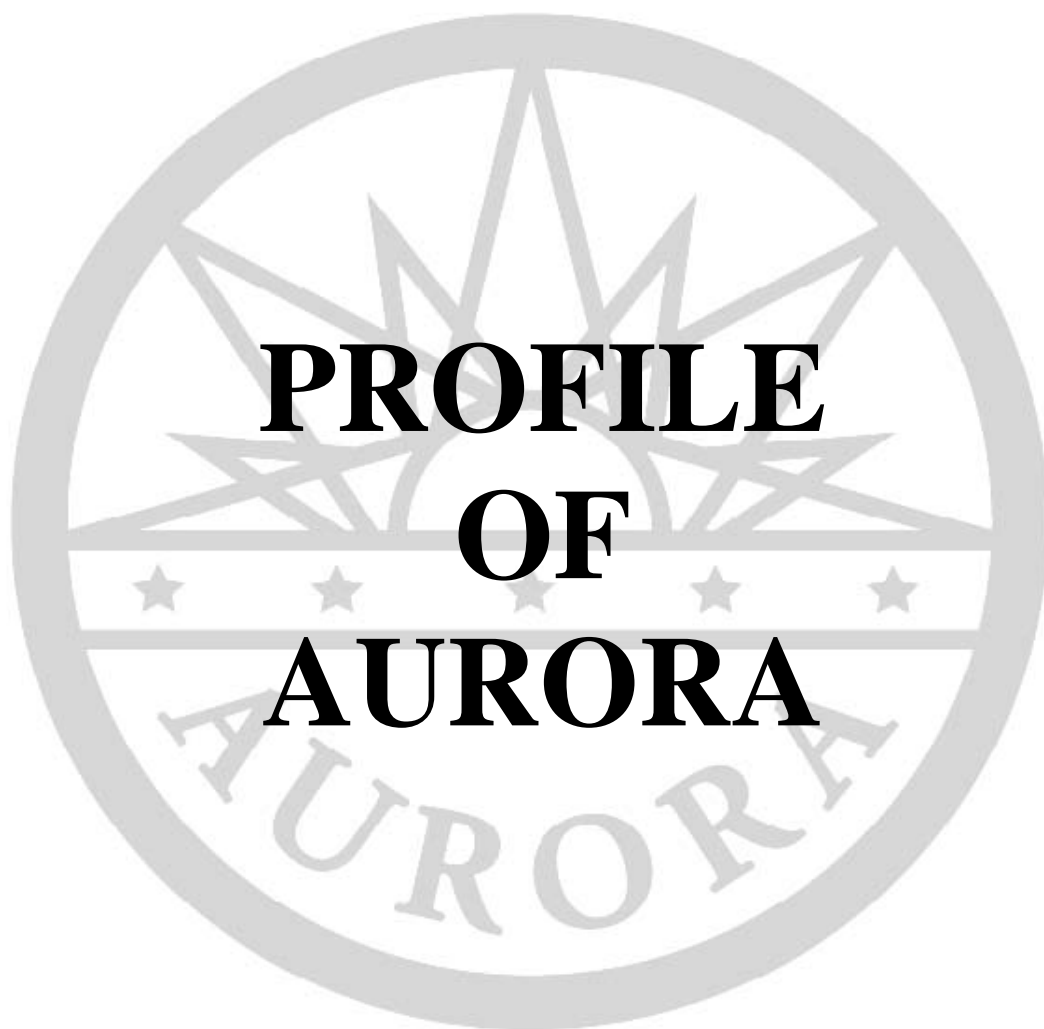
## Attachment 10

### Other Funds Major Capital Projects

Fund / Projects	Total Cost 2007 -2011
<b>Arapahoe County Open Space Fund</b>	
Springhill Park	\$ 4,800,000
Infrastructure - Trails	1,975,000
Playground Renovation	1,390,000
Construction - Open Space	1,185,000
Irrigation Replacement	1,100,000
Miscellaneous Small Infrastructure Projects	800,000
Saddle Rock East Neighborhood Park	735,000
Murphy Creek North Neighborhood Park	665,000
<b>Building Repair Fund</b>	
Roof Repair/Concrete Repair/Painting/Carpet/Tile/Structural	2,065,000
AMC Campus Mechanical/Electrical Systems Repair/Upgrade	2,000,000
HVAC Projects	1,190,000
Beck Recreation Center	780,000
Security/Fire Alarm Systems	760,000
Lighting/Electrical/Engineering	740,000
<b>Conservation Trust Fund</b>	
Beck Recreation Center	3,206,740
Construction - Parks	3,025,000
Infrastructure - Parks	1,738,000
Del Mar Bathhouse/Water Features (Family Aquatics Center)	1,130,871
Construction - Open Space	1,100,000
<b>Designated Revenues Fund</b>	
Fitzsimons Private Redevelopment	2,310,461
Construction - Parks	890,000
Construction - Open Space	600,000
<b>Enhanced E-911 Fund</b>	
800 MHz Radio Expansion (Debt Service)	8,538,228
MDC Infrastructure Replacement	3,048,816
800 MHz Portable and Mobile Replacement	2,787,991
<b>Golf Course Fund</b>	
Facility Enhancement	400,000
<b>Parks Development Fund</b>	
Construction - Parks	1,094,406

**Attachment 10**  
**Other Funds Major Capital Projects**

<b>Fund / Projects</b>	<b>Total Cost 2007 -2011</b>
<b>Water Fund</b>	
Prairie Waters Project	\$ 768,659,892
Storage	133,927,442
Land and Water Acquisition	90,649,509
Transmission and Distribution	65,016,722
Facilities	41,428,957
Raw Water Operations	33,982,861
Planning and Management	21,764,199
<b>Wastewater Fund</b>	
Storm Water	65,272,284
Facilities	59,868,702
Operations Projects	35,827,340
Collection	28,085,135
Developer Related Projects	20,969,345



# **PROFILE OF AURORA**



## **2007 Profile of Aurora**

This section presents information about the City of Aurora, including City organizational charts.

The Aurora-in-Brief section provides general City demographic, economic, and community overview information. Additional charts and graphs are included to provide more information on specific characteristics of the City. In addition, maps displaying City infrastructure and growth data are included. Sources for these documents include: the City of Aurora Planning Department; Aurora Economic Development Council; Environmental Systems Research Inc.; Metrolist; Aurora Public Schools; and Cherry Creek School District.

The organizational charts depict the overall structure of the City and the five functional groupings of City departments and offices. The organizational chart information is depicted using the following categories:

- City of Aurora Organizational Chart;
- City Manager's Office;
- Administrative Services Group;
- Community Services Group; and
- Operations Group.

## AURORA IN BRIEF

### Demographics

The City of Aurora covers 150 square miles, establishes the eastern border of the metro-Denver area, and includes portions of Adams, Arapahoe, and Douglas Counties. The City has 56 square miles of developed land and 94 square miles of undeveloped land; it is a city with room to grow.

#### Population

Population	306,908 (2006 est.)
Households	125,169 (2006 est.)

#### Age

Median	32.54 (2005 est.)
% Between Ages:	
20-34	23.99% (2005 est.)
35-64	33.26% (2005 est.)

#### Income

Per Capita	\$23,060 (2005 est.)
Median Household	\$63,455 (2005 est.)

#### Skilled Workforce

Percent of Aurora's population 25 years and older who are:	
High School Graduates	83.1% (2005 est.)
College Graduates	32.8% (2005 est.)

Total employment in Aurora	112,816 (2005 est.)
----------------------------	---------------------

#### Industrial Sectors

Largest industries:  
Services, Trade (wholesale and retail), and  
Construction

Product Types:  
Software & Systems  
Manufacturing  
Health Care  
Financial Services

### Transportation

#### Roadway Miles: (2006 est.)

130 miles of collector  
863 miles of local  
156 miles of private  
144 miles of major  
39 miles of minor  
72 miles of highways

### Taxes

#### Income Tax Rates

State Personal Income	A flat 4.63% of Colorado taxable income
Colorado Corporate Income	4.63%

#### Sales and Use Tax

Adams County (2007):	Arapahoe County (2007):
Aurora	3.75%
State	2.90%
Other	<u>1.95%</u>
	8.60%
	<u>1.45%</u>
	8.10%

### Quality Of Life

#### Neighborhoods

A range of housing options and planned communities, located in proximity to major employment centers, provide an enjoyable living environment.

#### Climate

Aurora has a semi-arid, four-season climate with mild temperatures and more than 300 days of sunshine a year.

#### Housing Costs

Average single family home (2006)	\$210,646
Average condo/townhome (2006)	\$131,584
Average apartment rent (2006)	\$649

#### Public Schools

##### Aurora Public Schools

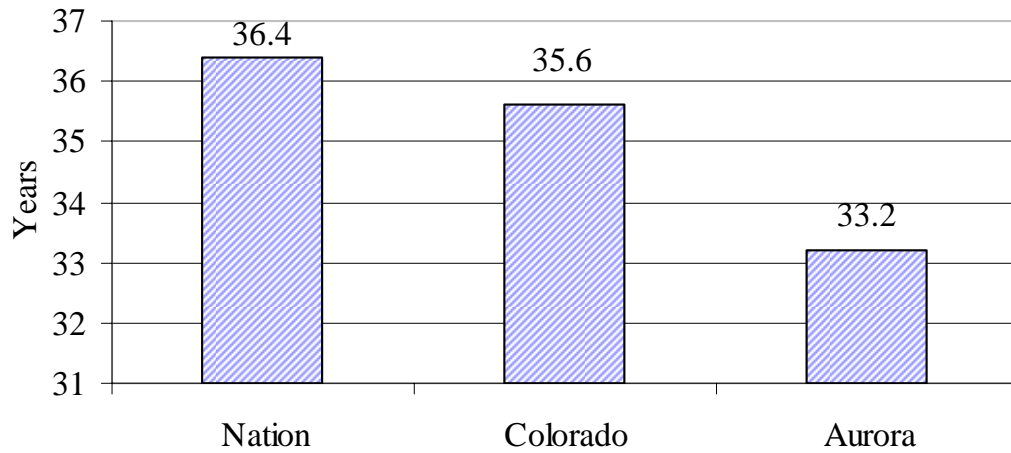
Schools:	Pre-Schools	13
	Elementary	32
	Middle School	7
	High School	4
	Public Non-traditional	<u>5</u>
	2006 Fall Enrollment	32,183

##### Cherry Creek School District

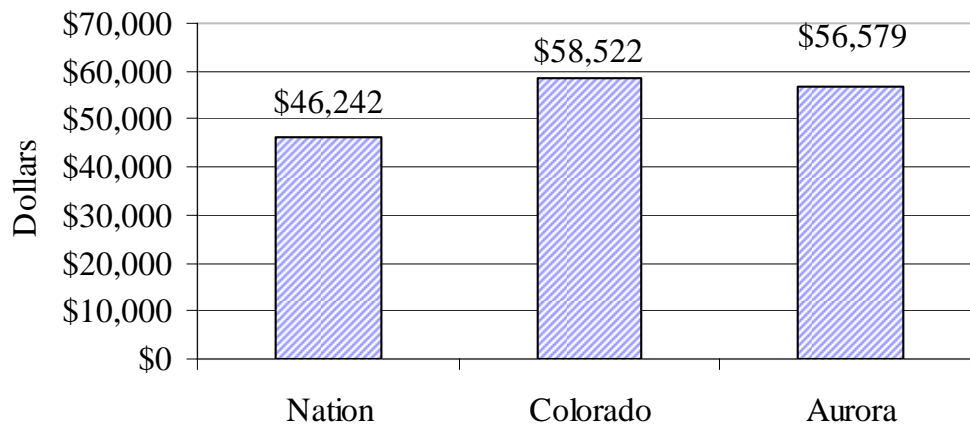
Schools:	Elementary	36
	Middle School	9
	K-8	2
	High School	6
	Public Non-traditional	<u>4</u>
	2006 Fall Enrollment	49,118

**Median Age**

2005 American Community Survey

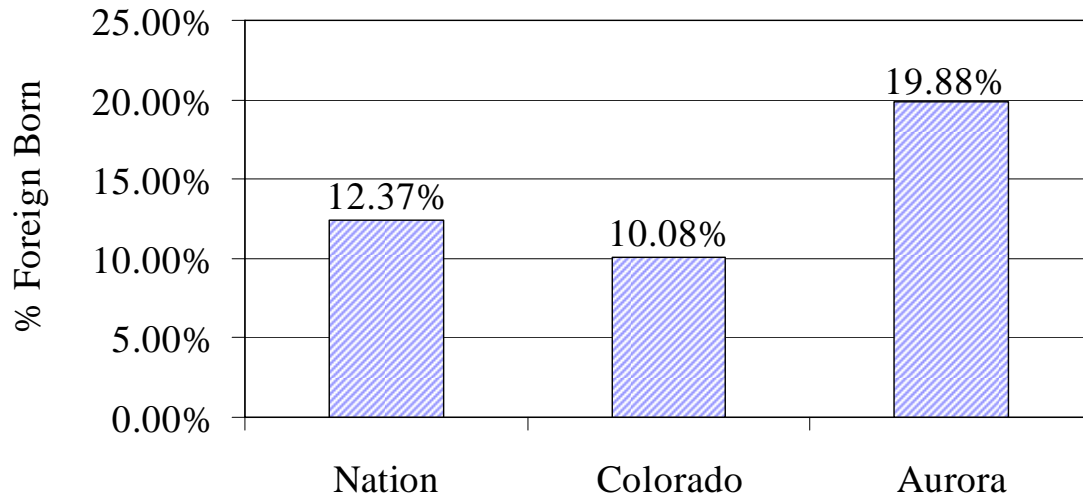
**Median Household Income**

2005 American Community Survey



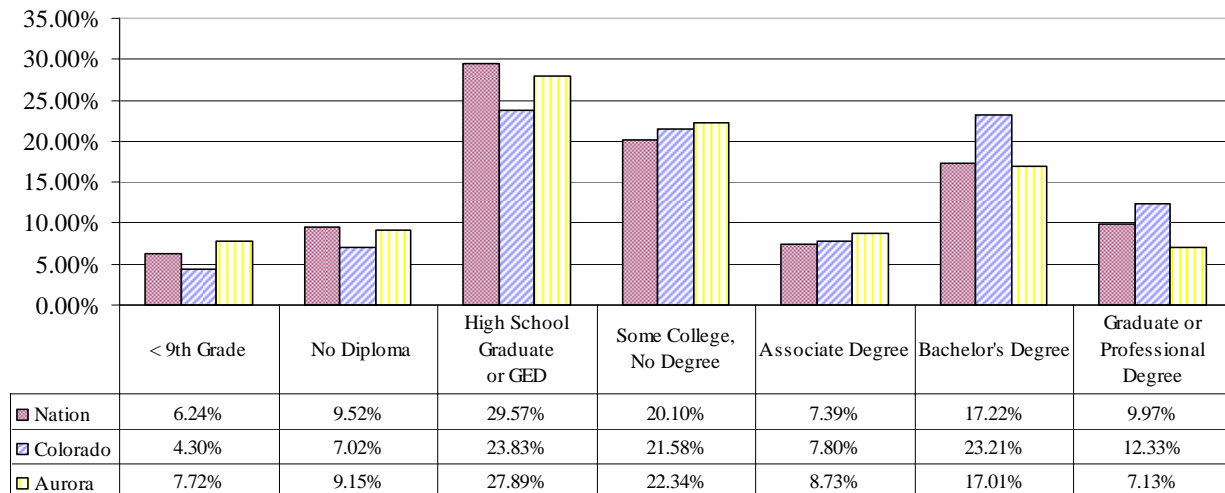
## Foreign Born Population

2005 American Community Survey

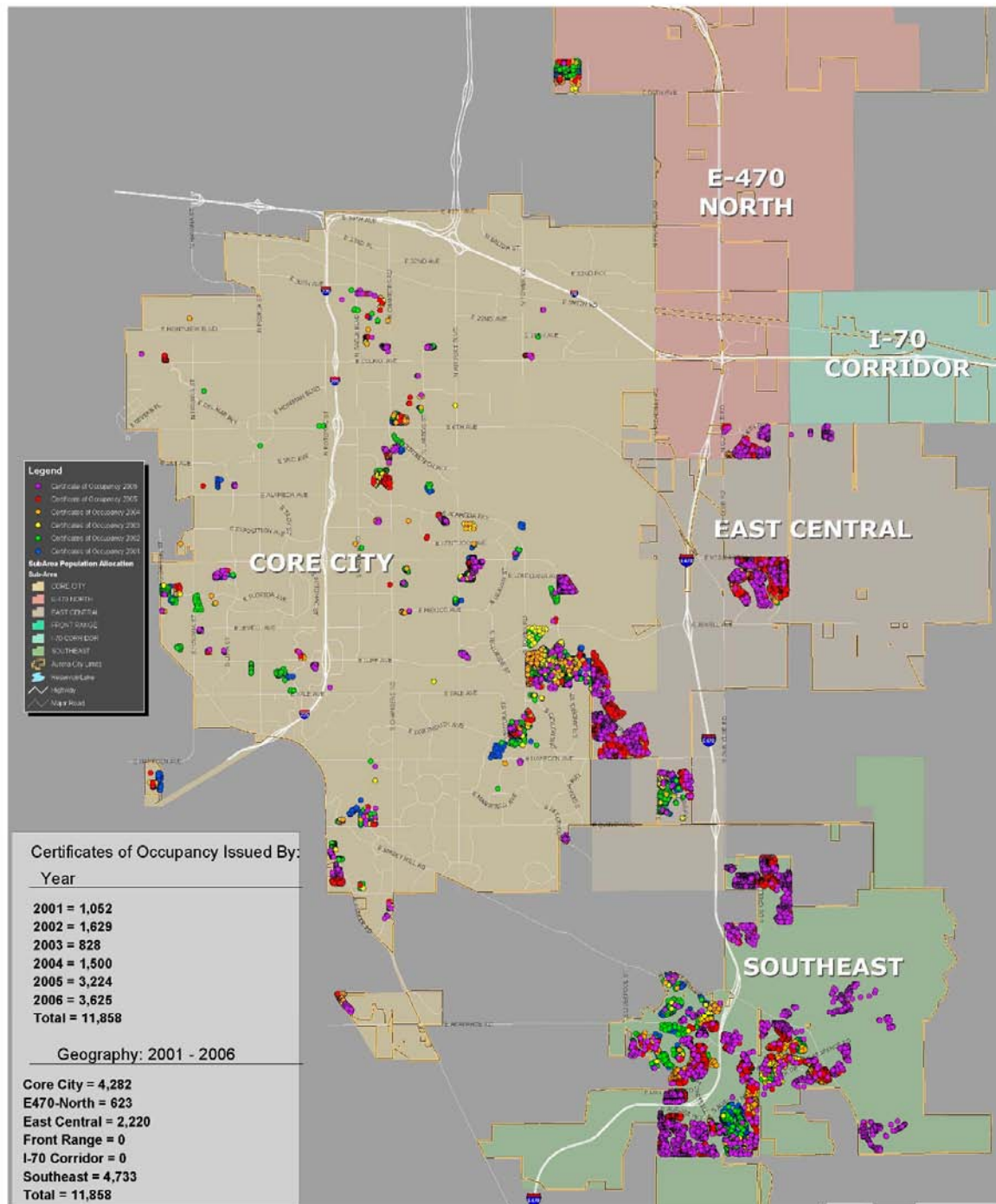


## Educational Achievement

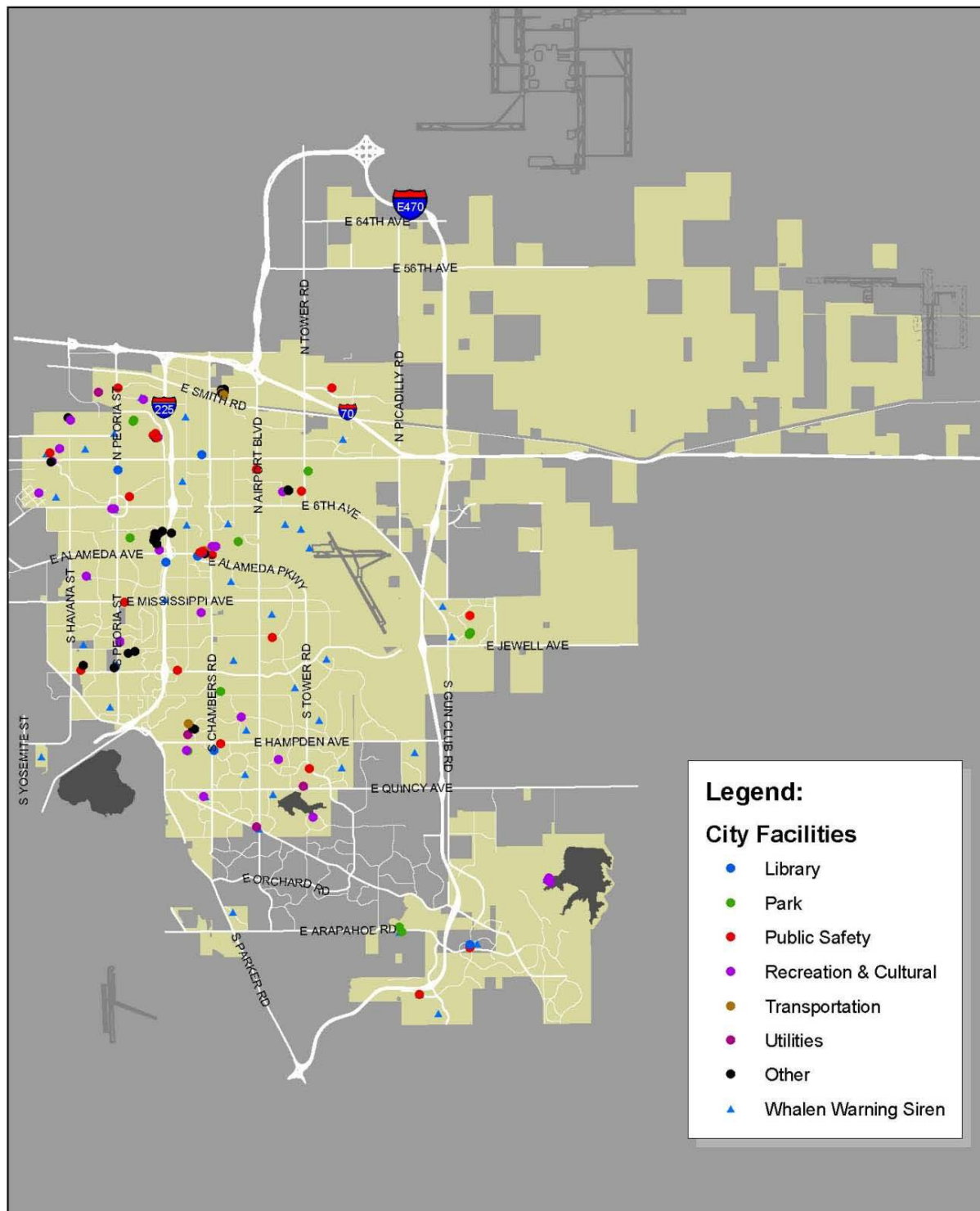
2005 American Community Survey



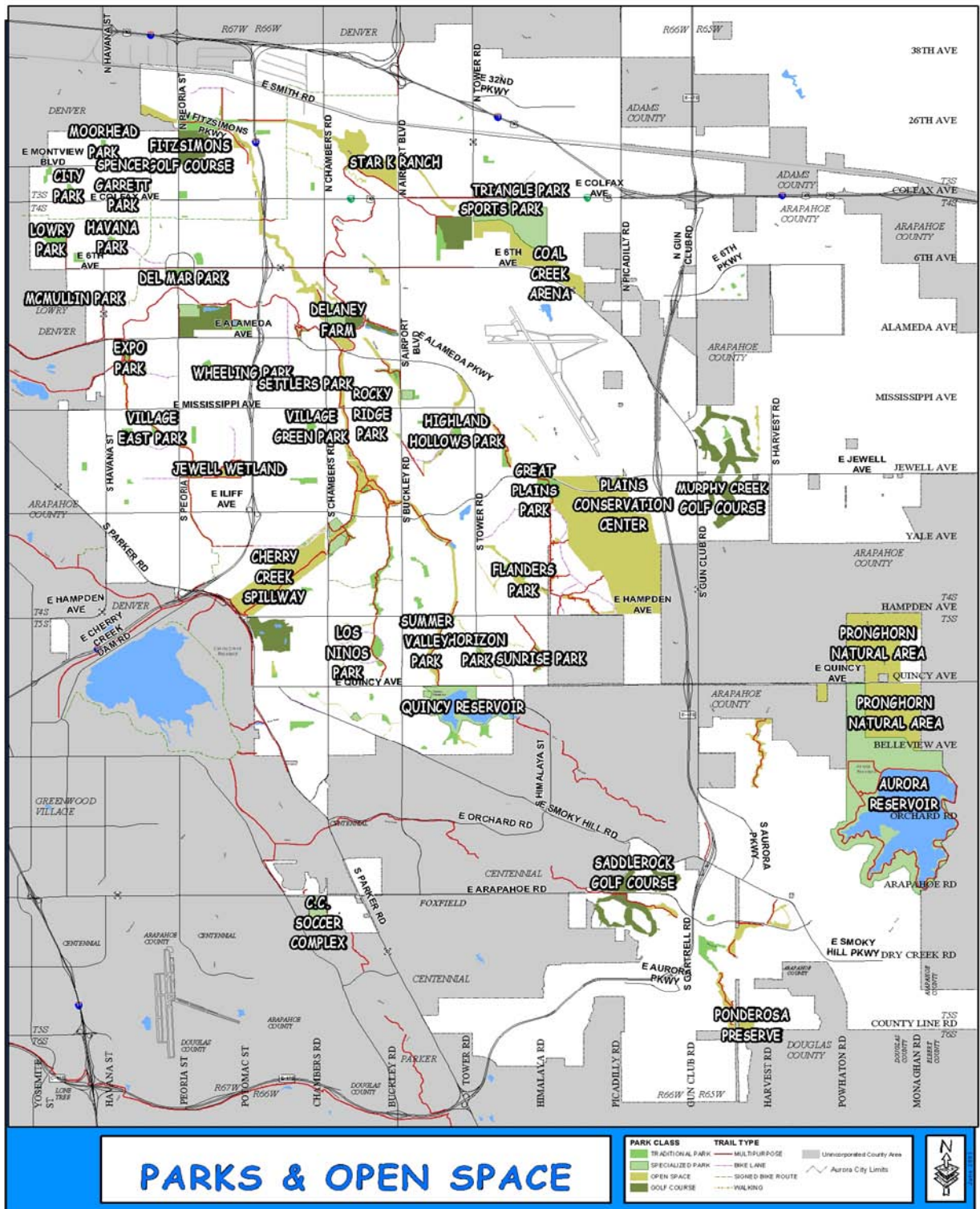
## Certificates of Occupancy



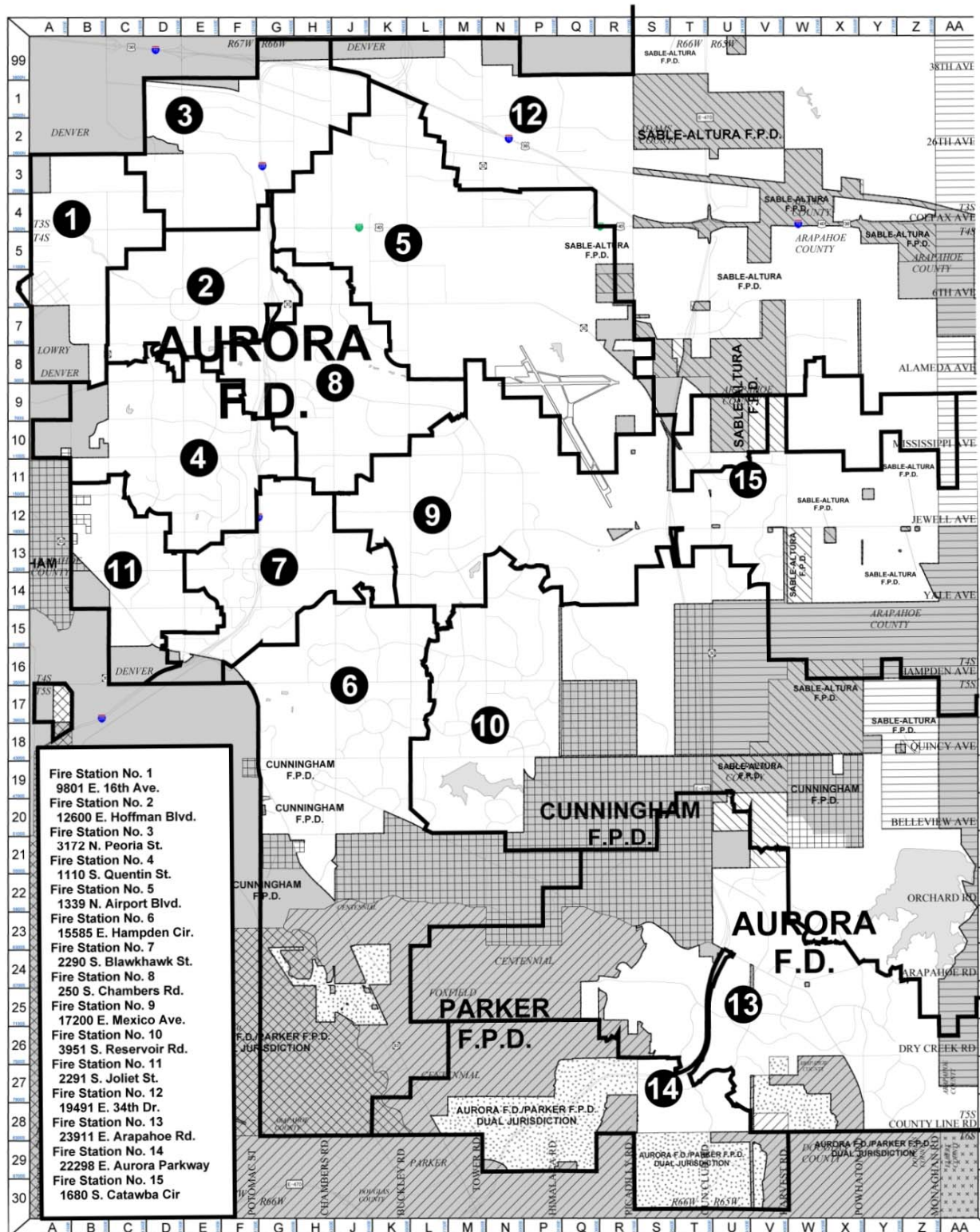
## City Facilities



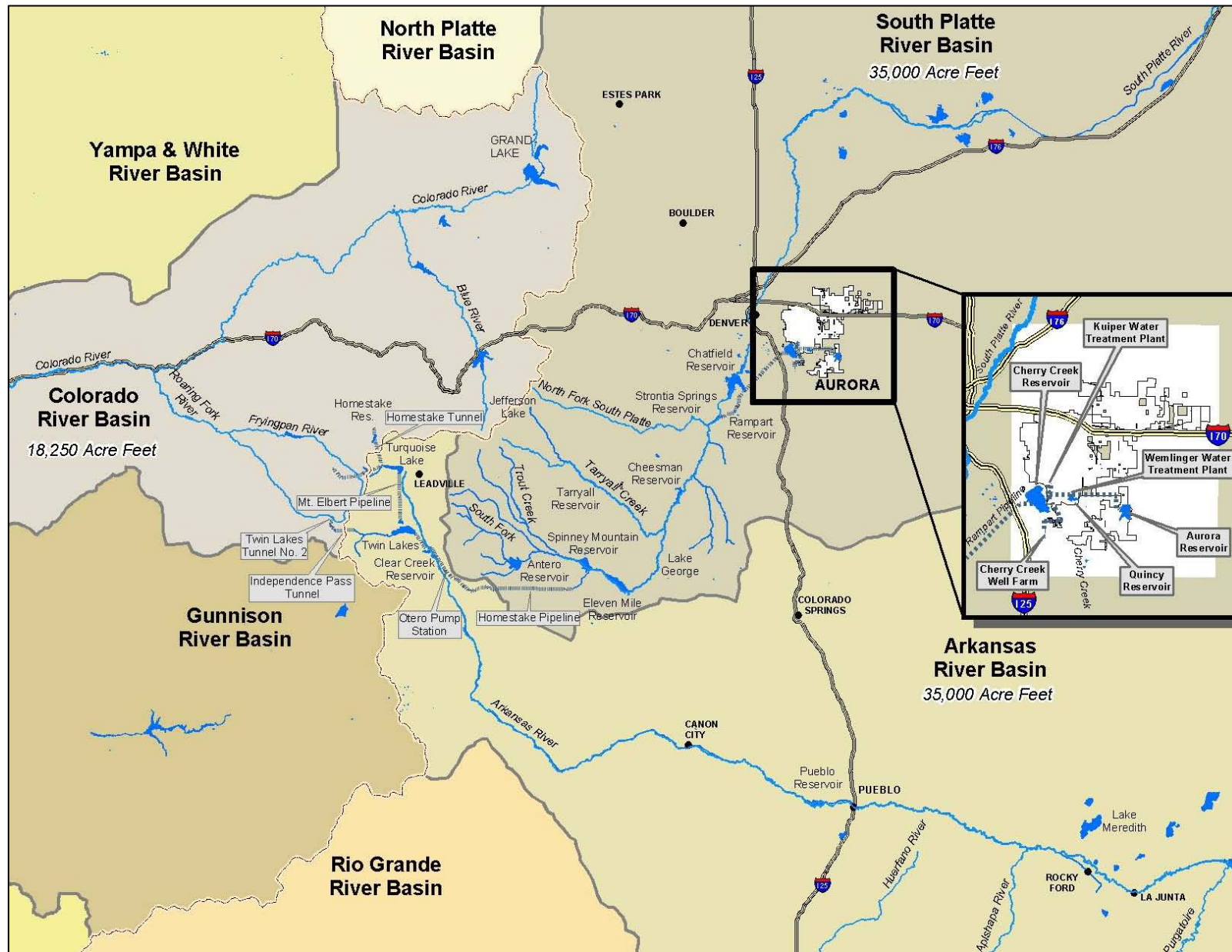
## Parks & Open Space



## Fire Department – Fire Stations / Coverage Areas



## Raw Water Supply



# City of Aurora

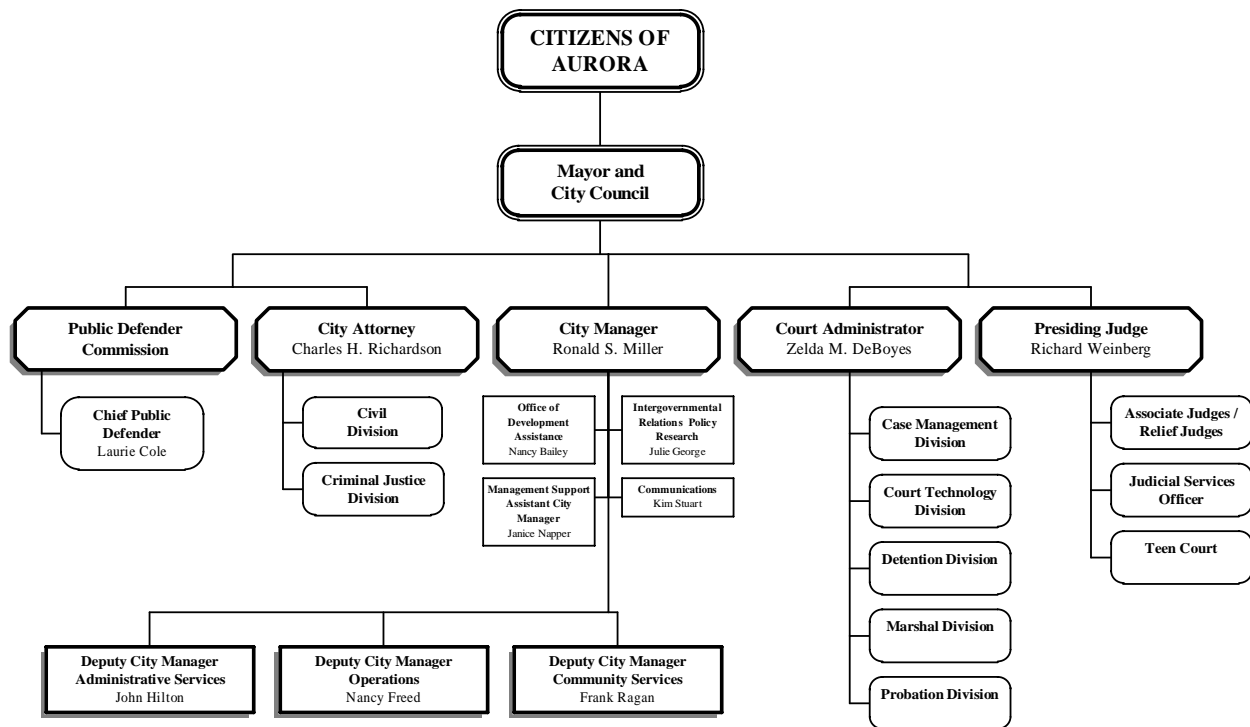
## SUMMARY

The City Council institutes policies that ensure city operations meet the needs of Aurora citizens. To carry out this mission, the City is structured into five organizational units that group departments providing similar services to the community. The five units are:

- \* Council Appointees;
- \* City Manager's Office;
- \* Administrative Services Group;
- \* Community Services Group; and
- \* Operations Group.

Organizational units are composed of departments, commissions, and other offices. These units are made up of divisions, which are comprised of numerous programs.

## CITY OF AURORA

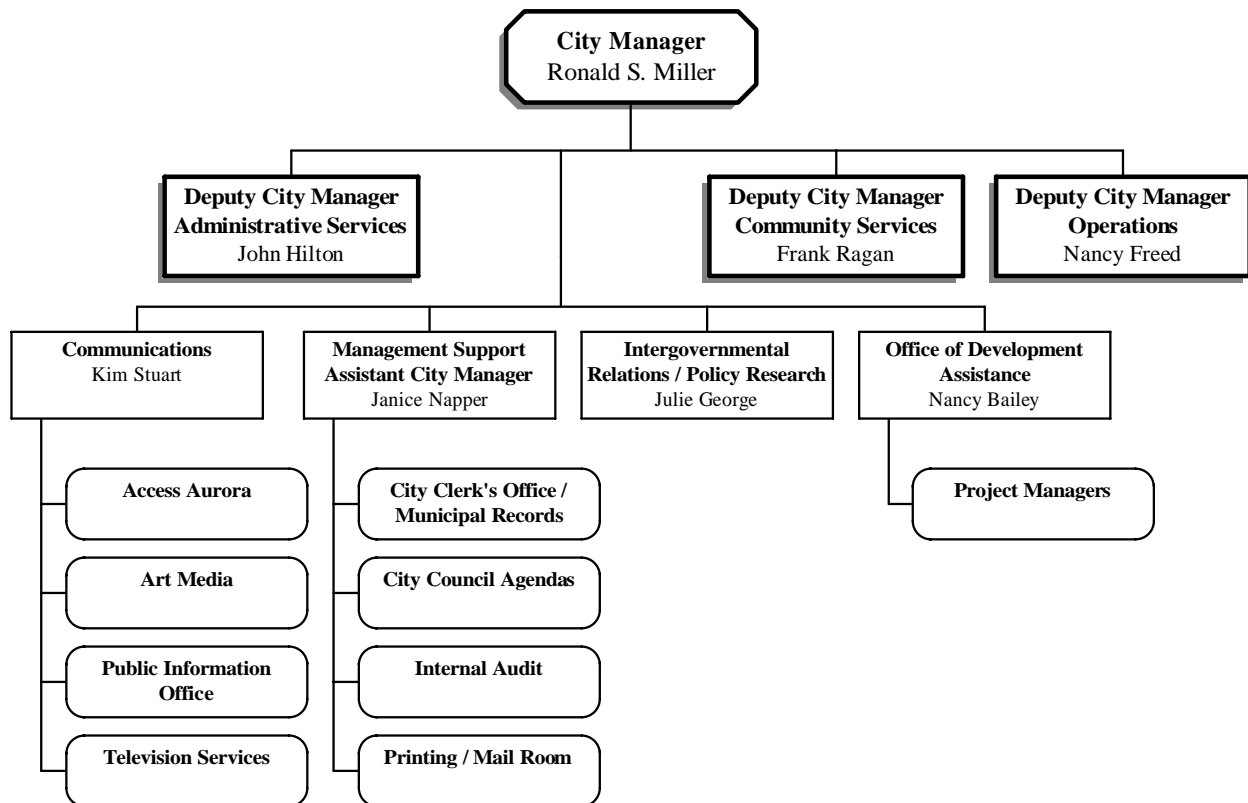


# City Manager's Office

## SUMMARY

The City Manager's Office is responsible for ensuring that all City departments operate efficiently and effectively and meet the goals established by the City Council. The City Manager's Office is comprised of: the Office of the City Manager and the Administrative, Community Services, and Operations Deputy City Manager offices; Management Support; Communications; Intergovernmental Relations/ Policy Research; and the Office of Development Assistance. Management Support includes the Assistant City Manager and the City Clerk's Office, Internal Audit, Municipal Records, Elections, Print Shop, and Mail Room. Communications communicates the activities of the City of Aurora to citizens and others via news media, City-produced materials, and customer service operations. Intergovernmental Relations/ Policy Research manages federal, state, and local government relations for the City of Aurora through communication with such government entities and lobbying on issues as deemed appropriate by City Council. The Office of Development Assistance assists in explaining the development review process and facilitating solutions to problems that may arise during the review and construction of projects.

## CITY MANAGER'S OFFICE

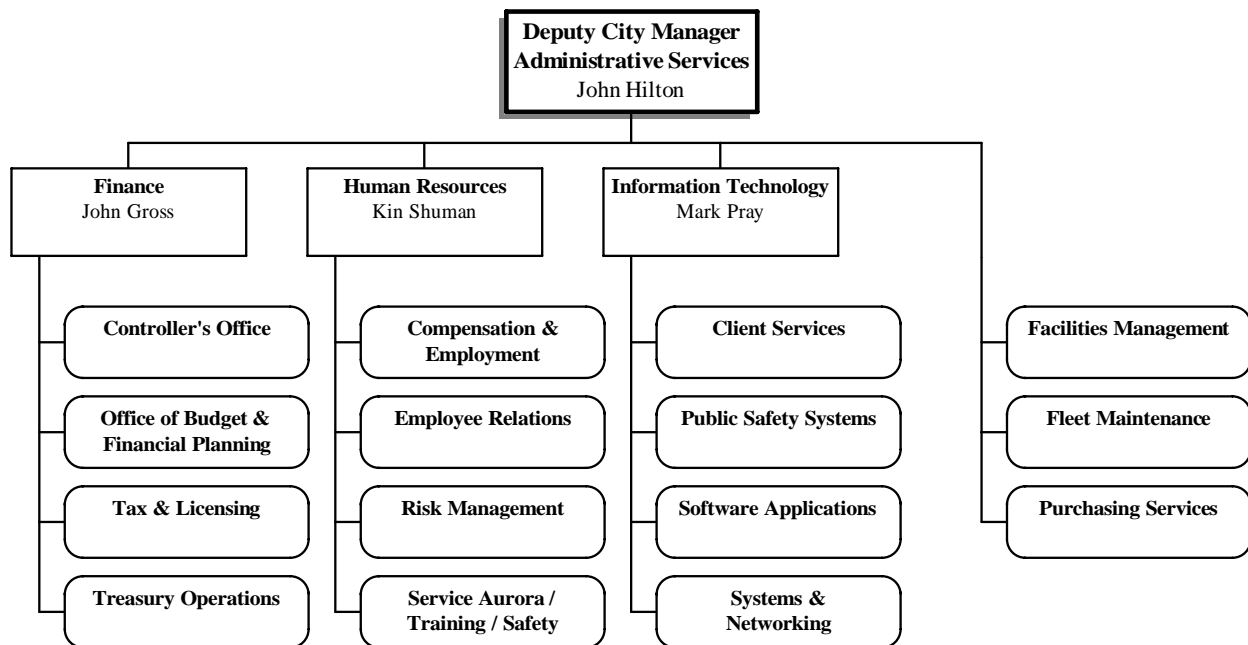


# Administrative Services

## SUMMARY

The Administrative Services Group consists of: the Finance, Information Technology, and Human Resources departments. In addition, the group encompasses Facilities Management, Fleet Maintenance, and Purchasing Services. The Finance Department provides general financial functions, business licensing, tax collection, budgeting, and long-range financial planning. The Information Technology Department is responsible for maintaining, improving and providing support for systems on a citywide basis. The Human Resources Department provides overall support for: compensation and employment, employee benefits, risk management, occupational health and safety, employee relations, training, and Service Aurora.

## ADMINISTRATIVE SERVICES

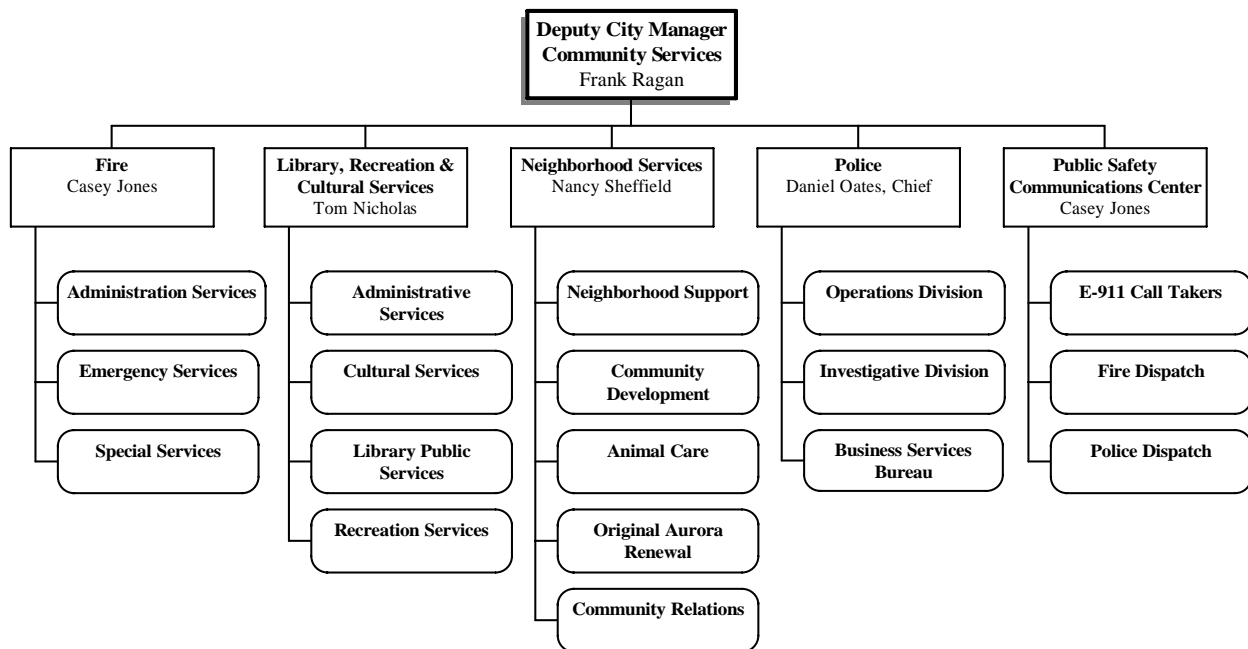


# Community Services

## SUMMARY

The Community Service Group is comprised of: the Fire; Library, Recreation & Cultural Services; Neighborhood Services; and Police departments, as well as the Public Safety Communications Center. These departments provide the following services to all residents of the City: fire protection, emergency medical response, fire inspection and education, community events, recreational activities, residential and commercial code enforcement, community revitalization, animal care, neighborhood liaisons, community policing activities, patrol, investigations, traffic enforcement, and community-oriented education programs.

## COMMUNITY SERVICES

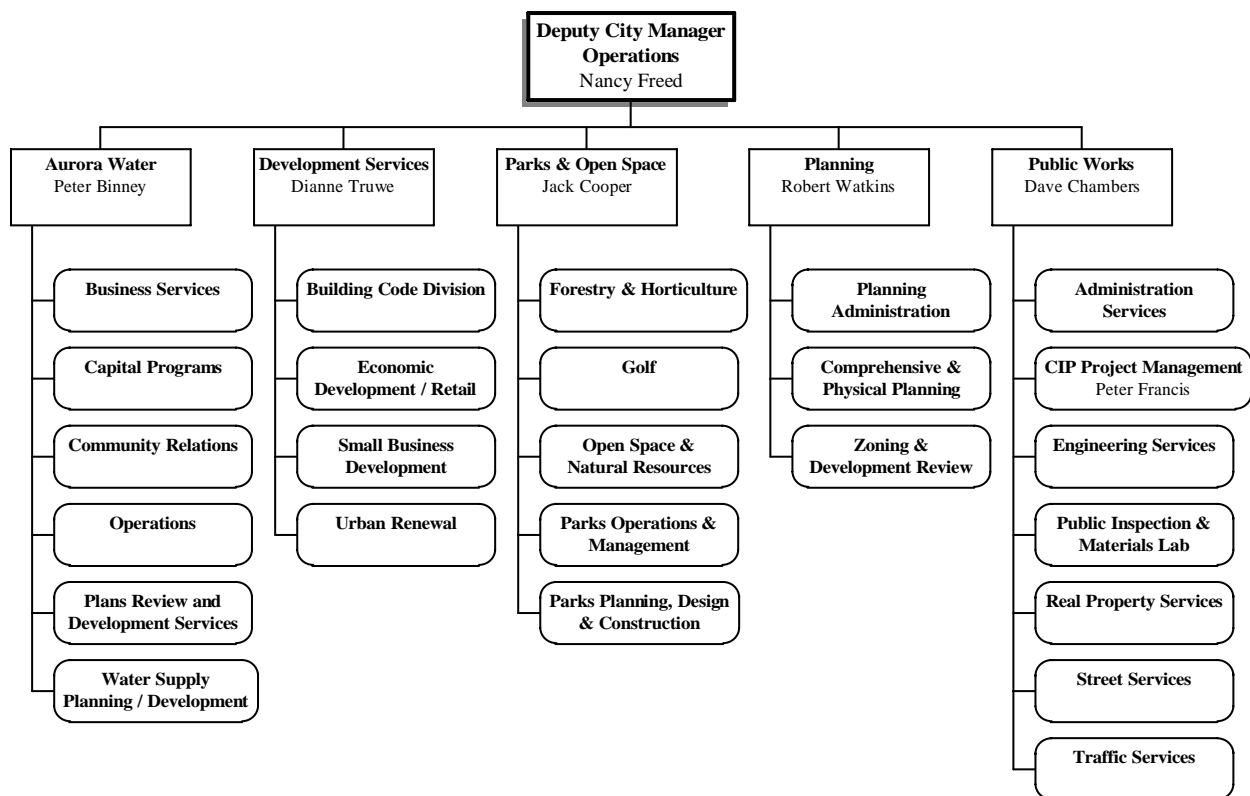


# Operations

## SUMMARY

The Operations Group is comprised of: the Aurora Water, Development Services, Parks & Open Space, Planning, and Public Works departments. The Aurora Water Department is responsible for providing quality water, sewer, and storm drainage services in the city. The Development Services Department functions include: economic development initiatives, retail development, small business programs, urban renewal strategies, and building reviews and inspections. The Parks & Open Space Department is responsible for the acquisition, design, maintenance, and operation of Aurora parks, open space properties, and golf courses. The Planning Department provides guidance in urban design, transportation planning, environmental management, and land use planning/ applications. The Public Works Department is responsible for providing safe, effective transportation within the city. Additionally, the Department assists with the coordination of the City's capital improvement program, by providing project management support for public facilities, construction, remodeling, and renovation projects.

## OPERATIONS



A large, light gray watermark of the Aurora logo is centered in the background. It features a circular border containing a stylized sunburst or starburst design at the top and the word "AURORA" in a serif font at the bottom, flanked by two small stars.

# **REVENUE OVERVIEW**



## 2007 Economic and General Fund Revenue Overview

The purpose of the Economic and General Fund Revenue Overview is to highlight trends, events, and decisions that affected the revenue forecast during the budget creation process. The Office of Budget and Financial Planning projects revenues for the budget year using a combination of historical trends, current knowledge, and an assessment of expected trends and events that will affect future revenues. To ensure that all known and anticipated factors are considered, outside experts, staff specialists in other departments, and members of executive staff review these projections.

Each month, the Office of Budget and Financial Planning analyzes actual revenue receipts compared to the budget. Projections are revised as needed and are incorporated in a report for executive staff review. Depending on the outcome of the analysis, the City can act swiftly if a shortfall is apparent. Likewise, if revenues exceed budgeted amounts, appropriate action can be taken as needed.

Recent receipts and economic data generally suggest strong revenues for 2006 and 2007, but several economic concerns diminish the overall outlook. Therefore, the Budget Office developed two revenue projections for 2006 through 2011 – a budget estimate and an optimistic forecast. Based on a policy reviewed by City Council, staff uses the more conservative estimate of revenue for budget purposes. The more conservative projection, referred to as the “budget estimate,” is detailed following this discussion in Revenue Attachment A. The more optimistic projection, referred to as the “optimistic forecast,” is shown in Revenue Attachment B. The third attachment, Revenue Attachment C provides a summary comparison of the two forecasts. A fourth attachment, Revenue Attachment D, focuses on key economic data.

### Summary of Key Factors in the Economic Outlook

#### Economic Outlook

- *Personal income growth* in Colorado and Metro Denver is expected to remain higher than the nation throughout the forecast horizon.
- As of March 2006, Colorado *employment*, which has benefited from the oil and gas industry boom, finally recovered all jobs lost during the recession. After four years of job losses, Aurora reported positive employment growth in 2005 and foresees steady job growth continuing into future years.
- Metro area *inflation* is expected to stabilize in the near future after relatively sharp increases in 2005 and 2006 following on the heels of almost no inflation in 2004. Energy price increases, however, are expected to seep into consumer goods and affect consumer spending.
- Aurora’s *population* projections show steady growth through 2010.
- *Housing construction* is projected to slow down significantly in the second half of 2006 and continue through 2007.

## Revenue Outlook

- After three years of lackluster growth and declines, *sales tax* recovered in 2005. Relatively strong growth is expected in 2006 and 2007 resulting from a recovering economy and new retail openings throughout the City.
- Aurora's property valuations were reassessed in 2005, translating into stable *property tax* growth in 2006 and 2007. Permits will decline as shown in the attached tables.
- *Franchise fees and taxes* are expected to experience strong growth in 2006 due to increased energy costs. Growth is expected to stabilize from 2007 through 2011.
- After experiencing declines or lackluster growth since 2002, *auto use tax* is not expected to see a recovery until 2007.
- *Highway users tax* has seen minimal or no growth since 2001 and is expected to be flat in 2007 as high gas prices restrain consumption.
- *Building materials use tax* and *other (equipment and consumables) use tax*, which are transferred to the Capital Projects Fund, are expected to decline in 2006 as construction activity slows and high energy prices increase the cost of consumer goods and constrain business investment.

## National and Regional Economic Forecasts

The data presented in this section comes from several different sources, including the Colorado Legislative Council staff June 2006 forecast, the Office of State Planning and Budgeting June 2006 forecast, the National Bureau of Labor Statistics website, the National Bureau of Economic Analysis, and Development Research Partners' July 2006 Metro Denver economic report. These sources provide the opinions and forecasts of economic variables referenced throughout this section. The economic forecasts are summarized in Revenue Attachment D.

### Recent Economic Trends

National Trends: After three years of general weakness in the national economy, a recovery was seen in 2004. Economic data through the first half of 2006 indicate continued improvement through the end of year. In March 2006, consumer confidence reached its highest level since May 2002 as the relatively high employment levels improved consumer attitudes. However, concerns over high oil and gas prices, rising interest rates, and global political tensions persist and could negatively affect the economy in the latter half of 2006 and into 2007.

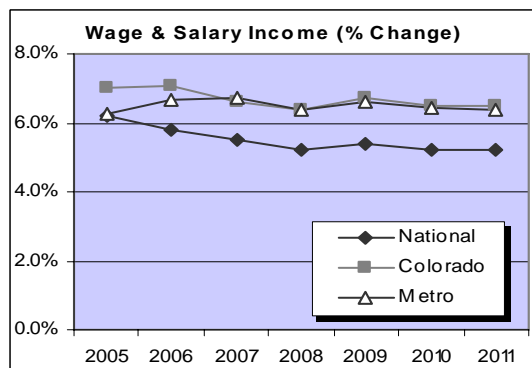
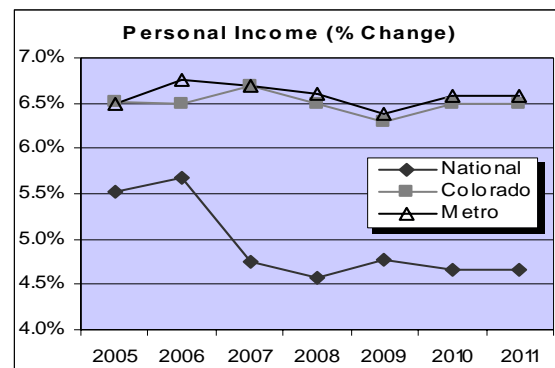
Local Trends: Colorado's economy continues to show improvement through the first half of 2006. The State has benefited from the oil and gas boom, the advance technology sector, and federal defense spending. These sectors helped boost employment and personal income levels and are expected to continue supporting growth in the near future. Employment in the state during the first six months of 2006 grew 3.6 percent over 2005. As of March, the State had finally regained all of the jobs lost since the recession. The unemployment rate during this same period fell 0.8 percentage points below the same period a year before.

## 2007 Adopted Budget

The Metro Denver/Aurora economy acted similar to the State through the first half of 2006, indicating a further improvement in the local economy over 2005. Metro area employment growth (3.5 percent) was slightly less than the State's, but was an improvement over growth seen during the first half of 2005. Unemployment in the metro area from January to June 2006 declined 0.8 percentage points – the same as the State. Housing permits in the metro area and Aurora increased during the first half of the year, but there are strong signs that residential construction will drop off significantly during the latter half of the year and into 2007 as builders sell off existing inventory. Although retail trade sales in the metro area increased only 3.9 percent during the first quarter of 2006, Aurora's retail sales, as measured by sales tax, increased 8.0 percent. Aurora's growth is strongly supported by new retail openings throughout the City. These new openings are expected to continue into 2007, but growth is not expected to be as strong as seen in 2006.

## Income Growth

National: After sluggish national personal income growth from 2001 to 2003, a recovery was seen in 2004. Relatively strong growth is expected to continue through the end of 2006 (5.7 percent), but is projected to drop to 4.7 percent in 2007 and continue at this rate through 2011. Wages and salaries have also experienced relatively strong growth in recent years. A tight labor market is expected to keep upward pressure on wages throughout 2006. Similar to personal income growth, wage and salary growth is also expected to slow slightly in 2007 and continue slowing in future years as the labor market pressures relax.



Colorado: Personal income and wage and salary growth continue to grow faster in Colorado than the nation. The State saw 6.5 percent growth in 2005, which ranked the State as the 12<sup>th</sup> strongest in the nation. In terms of per capita growth, however, the State ranked 22<sup>nd</sup>. Personal income is expected to grow another 6.5 percent in 2006, and increase slightly to 6.7 percent in 2007. Outer years are forecast to increase at about the same rate through 2011. Wage and salary growth jumped in 2005 and 2006 as labor markets recovered. This growth,

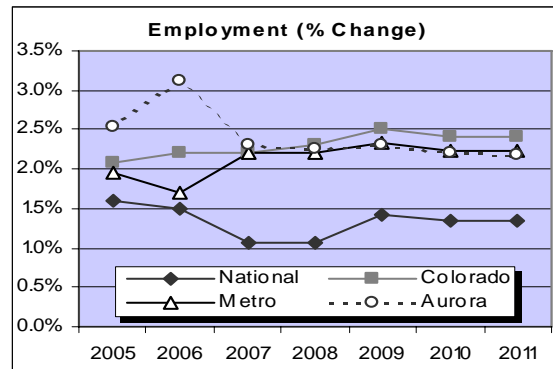
although still relatively high, will cool in 2007 to 6.6 percent and remain at this level through 2011. There is speculation that the tight labor markets could force employers to seek workers from out-of-state.

Metro Denver/Aurora: Metro Denver income growth is expected to follow Colorado relatively closely. From 1991 to 2000, Colorado and Metro Denver annual wage and salary income growth

averaged 9.0 percent and 8.9 percent respectively. From 2001 to 2005, Colorado and Metro Denver annual wage and salary income growth averaged 2.8 percent and 2.5 percent respectively. Recent income data for Aurora was not available at the time of this report. Future years are expected to level off near the state and metro averages.

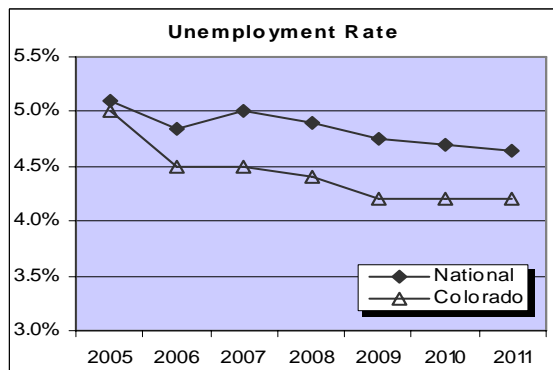
### Employment Growth Rates

**National:** 2004 marked the nation's first positive employment growth since 2000. Although growth is not expected to be dramatic, no job losses are expected between 2006 through 2011. Employment growth is expected to slow to 1.1 percent in 2007, down from 2006's 1.5 percent growth due to declining employment in the construction sector and slowing job increases in the financial services sector. Service-producing industries are expected to increase their payrolls more rapidly, while employment in natural resources will stabilize as energy prices ease and the number of available, qualified workers declines. National unemployment rates are expected to tick upward to 5.0 percent in 2007, and then drop slightly in future years.



**Colorado:** Colorado job growth saw a recovery in 2004 after two years of job losses. Since 2005, steady annual growth has been seen throughout the state. Job growth over the past year has been widespread, with only the manufacturing sector reporting job declines. The fastest growing sectors between mid-2005 and mid-2006 were in construction, natural resources, and mining. In 2007, steady job growth is projected at 2.2 percent and unemployment is expected to be 4.5 percent.

**Metro Denver/Aurora:** Through the first six months of 2006, employment growth in Metro Denver was up 3.5 percent compared to the same period in 2005. The strongest growth was in natural resources and construction, professional and business services, and transportation. The only sector reporting negative growth was the information sector. Unemployment levels

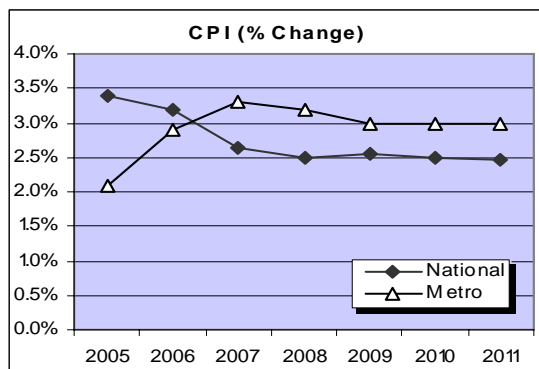


dropped from an average of 5.5 percent during the first six months of 2005 to an average of 4.7 percent during the same period of 2006. The highest unemployment levels through June 2006 were in Denver County (5.4 percent) and Adams County (5.3 percent). Arapahoe County's unemployment rate, at 4.5 percent, was slightly lower than the Metro average. According to a Manpower Employment Outlook Survey, the third-quarter hiring pace is expected to strengthen. Aurora's employment growth is expected finish

2006 at 3.1 percent, then drop to Metro Denver growth levels at 2.3 percent in 2007. Future years are expected to remain at this growth level for both Metro Denver and Aurora.

## Inflation

**National:** Consumer prices rose 3.4 percent in 2005, but inflation is expected to slow in 2006 to about 3.2 percent and then drop further to 2.7 percent in 2007. Energy prices were the biggest risk to the nation's inflationary outlook in the past and are expected to continue to be key in future projections. Energy prices are expected to be passed onto the consumer as higher prices,

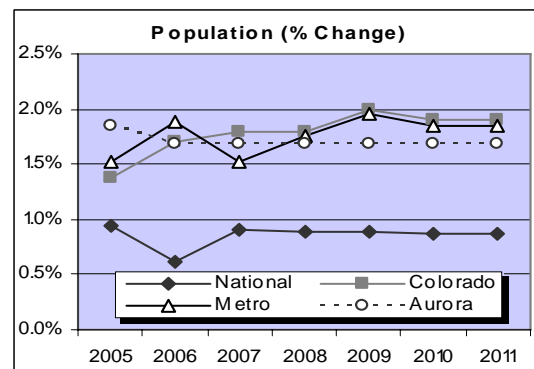


which will slow demand growth and increase supplies. Overall energy price growth is expected to stabilize as oil refining issues are resolved and the Federal Reserve Bank exerts monetary tightening policies. Natural gas prices, however, which account for nearly one quarter of the nation's energy consumption, are expected to remain elevated due to lack of pipeline and seaport capacity and limited natural gas exploration. Future years are expected to see steady inflation rates.

**Colorado / Metro Denver / Aurora:** Almost one-third of total inflation is comprised of the cost of shelter. As such, the housing component is expected to have the greatest effect on local inflation levels. In the past, rental rates have declined in direct response to landlord incentive deals. These declining rental rates have, in turn, kept overall inflation levels down. After almost no inflation in 2004 (0.1 percent), and a modest 2.1 percent growth in 2005, the Denver-Boulder-Greeley consumer price index is expected to increase 2.9 percent in 2006. 2007 inflation is expected to grow 3.3 percent. Future years will most likely taper out at 3.0 percent growth.

## Population

In 2006, the United States' population is expected to hit 300 million and grow steadily from 2007 through the next five years. As of July 1, 2005, Colorado's population was projected at 4.7 million people. Despite the 2001 recession, total immigration levels have remained positive and are expected to increase as the economy continues to recover. Aurora is expected to see growth in 2007, equivalent to Colorado's projected growth, but higher than Metro Denver. The next five years are expected to see continued growth, which is generally slightly slower than the metro area and Colorado. This growth remains well under the 2.6 percent growth seen in the late 1990's.



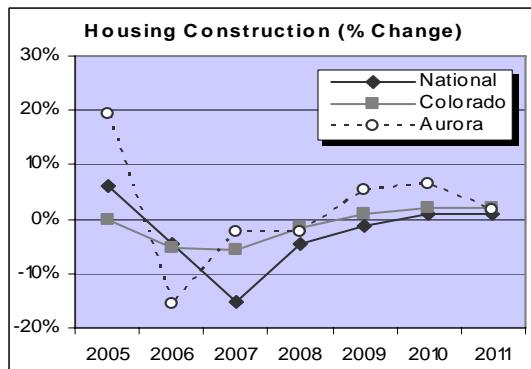
## Housing Markets

**National:** Housing markets throughout the United States continue to weaken and are becoming a potential risk to the economy as a whole. This weakening is the result of rising inventories,

## 2007 Adopted Budget

slower price appreciation, and rising interest rates. Additionally, the *National Association of Home Builders Housing Market Index* indicates national homebuilding optimism continues to decline from its peak in June 2005 and dropping to its lowest level since June 1995. A decline of 15.7 percent is forecast for 2007 housing construction, and positive growth is not expected until about 2010.

**Colorado:** After falling two years in a row in response to September 11, 2001 events, single-family home construction picked up in 2004 and 2005 was basically flat as mortgage rates fell and Colorado's economy recovered. Construction activity in 2006 and 2007 is expected decline



5.2 percent and 5.7 percent respectively due to high inventories and rising interest rates. Future years will benefit from increasing in-migration and job growth.

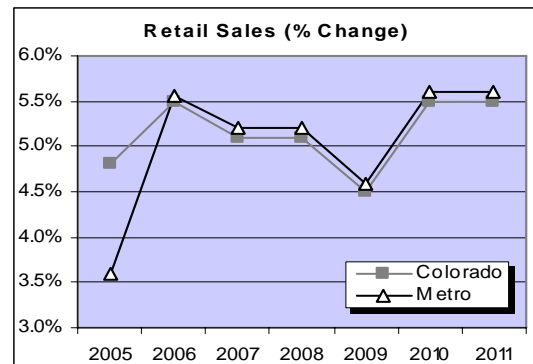
**Aurora:** Aurora's residential construction saw 34.4 percent average growth between 2004 and 2005. Housing construction was very strong during the first half of 2006. Through July, single-family housing permit filings were 4.4 percent higher than 2005. By comparison, single-family building permit filings were 14.9 percent higher in 2005 than

in 2004. Building through the second half of 2006 is expected to fall off as developers sell off existing inventories. By year-end, total single-family permits are expected to fall 15.5 percent from 2005. In 2007, permits filings are expected to fall an additional 2.4 percent. No significant increase in the number of permit filings is expected to be seen until about 2009 or 2010.

## Retail Sales and Consumer Spending

**National:** After a strong first-quarter of 2006, high energy prices and rising interest rates are expected to restrain consumer spending through the second half of the year. The past year has been supported by tax cuts and borrowing from home equity, both of which are dissipating cash sources. Consumer confidence and spending ability is further weakened by household debt burdens, foreclosures, and declining household quality.

**Colorado:** Retail trade sales grew 4.8 percent in 2005. Spending growth was somewhat less than expected in relation to the expanding economy because many consumers already satiated their demand by taking advantage of low interest rates and tax rebates to make purchases earlier than usual. Despite high energy prices and steadily rising interest rates, consumer spending should be buoyed by strong employment growth. Growth of



5.5 percent is projected for 2006, followed by a slight dip to 5.1 percent in 2007. An average growth of 5.1 percent is expected to continue into 2011.

Metro Denver/Aurora: Retail sales across Metro Denver increased 8.3 percent through the first four months of 2006 compared to the same period in 2005. Within the metro area, the strongest gains have been seen in Arapahoe, Broomfield, and Adams counties. Consumer confidence levels through May 2006 are also up in the mountain region by 13.7 percent over the same period in 2005. Metro trade sales are projected to grow 5.2 percent in 2007, and to continue this growth for the next four years. Through the first half of the year, Aurora has seen the greatest percentage growth over 2005 from clothing and clothing accessories retailers, followed by utility providers and general merchandise retailers. The majority of this growth, which was attributable to new retail openings throughout the City, is expected to continue through the remainder of 2006. The only declines seen in Aurora have been in sales from grocery stores; motor vehicle and parts dealers; and sporting goods, hobbies, books, and music retailers. Information on trade sales by retail sector for the first six months of 2006 in both Aurora and the nation are shown in Table 1 below.

**Table 1: Aurora versus National Retail**  
(Year-to-date data through the first six months of 2006)

Kind of Business	Percent change from first half of 2005	
	Aurora	Nation
<b>Retail and food services, Total</b>	<b>6.0%</b>	<b>5.5%</b>
Building materials and garden equipment	3.8%	14.0%
Clothing and clothing accessories	13.2%	6.5%
Eating and drinking places	4.3%	8.0%
Electronic and appliance stores	6.2%	6.5%
Furniture and home furnishings	2.1%	9.2%
General merchandise stores	7.3%	5.5%
Grocery stores	-4.1%	3.8%
Motor vehicle and parts dealers	-2.1%	1.4%
Sporting goods, hobby, book & music	-2.4%	6.2%
Utilities	13.0%	N/A

## Aurora Revenue Projections

Aurora's economy has many similarities to the Colorado economy. Colorado's retail trade sales experienced negative or no growth in 2002 and 2003, saw a recovery in 2004, and remained strong in 2005. Aurora's sales tax collections followed a similar pattern. Retail trade sales have picked up in 2006 in Colorado as well as Aurora, although Aurora's growth is expected to be stronger due to new retail. Both the State and Aurora are expecting population increases. Several of the employment shifts that affect Colorado are occurring in Aurora.

There are also several significant differences between Aurora and the state of Colorado. Colorado experienced significant declines in housing construction in 2002 and 2003, but Aurora did not. In 2004 and 2005, construction activity at the State level reported only a fraction of the growth seen in Aurora. In addition, Aurora has a significant amount of new retail, which

allowed greater sales tax growth in 2003 and 2005, and is pushing retail growth estimates higher than State forecasts in 2006.

The following section provides a General Fund revenue overview, with commentary on specific revenue projections. Revenue amounts and their associated percent changes are shown in Revenue Attachment A at the end of this section. The focus of this summary is on the more conservative budget estimate. Revenue Attachment C provides a summary comparison between the budget estimate and optimistic forecast.

### **Structural Revenue Study**

Revenue generated from the Structural Revenue Study (SRS) contributes almost \$3.2 million to the General Fund beginning in 2007. A net increase of \$1.5 million will be received for reimbursement of overhead costs from Aurora Water. This amount, which is tied to a detailed review of costs and applicable credits, covers the cost of making water available for fire suppression to benefit and protect homeowners and businesses. The SRS also identified \$182,500 from an increase in multi-family re-inspection fees and an additional \$177,000 from other administrative fee increases. Court-related fee and fine increases add \$750,000 in external charges and \$164,000 in fines and forfeitures. The remainder of the increase is related to 2007 operating amendments.

### **General Fund Overview**

General Fund revenue in 2006, excluding transfers, is estimated to grow by 4.6 percent over 2005. Including transfers, 2006 is expected to end the year approximately 4.1 percent higher than 2005. Seven of the City's revenue streams, however, are expected to finish the year under 2005 and two revenue streams are expected to see no growth over 2005. Sales tax is projected to contribute to the majority of 2006's growth and is expected to cover weaknesses anticipated in other revenue streams. Growth in audit revenue and property tax should also help offset the decreases expected in capital-related revenues and auto use tax. The forecast for 2007 through 2011 suggests steady growth.

In 2007, the General Fund (excluding transfers) is forecast to grow by 4.3 percent, which is significantly less than the 6.3 percent average rate of General Fund growth from 1987 through 2001. Due to a couple of large one-time transfers that will not recur, General Fund growth, including transfers, is expected to be 4.1 percent in 2007. Sales tax, property tax, and internal charges for service are expected to lead 2007 growth. Declines from 2006 are expected to be seen in audit revenue and construction permit revenue.

### **Sales Tax**

A general sales tax of 3.75 percent is levied on all retail sales plus leases and rentals of tangible property on the basis of the purchase or rental price. Food, fuel, drugs, prosthetic devices, and cigarettes are exempted from sales tax. Sales tax is the largest single revenue stream in Aurora, making up more than 50 percent of the City's General Fund revenue. The City receives sales tax the month after the tax is paid to the retailer (e.g. January receipts are based on December sales).

Despite the beginnings of an economic recovery in 2004, sales tax increased by only 2.9 percent. Although the growth was small, it was greater than the 3.3 decrease in 2002 and the minimal 1.6 growth seen in 2003, and it was enough to return the sales tax base to levels not seen since 2001. The economic recovery continued into 2005, which saw 5.2 percent growth over 2004. New retail openings throughout the City and stronger sales at existing stores both supported this growth in 2005.

Sales tax is expected to grow 7.1 percent in 2006 as the economy strengthens and several new retailers open throughout the City. This projection assumes sales growth from the first half of the year (9.1 percent) will slow in the remainder of the year. Concerns over volatile energy prices also support this more conservative year-end estimate.

Although fuel and energy price concerns continue into 2007, new retail is expected to continue opening throughout the City. The budget estimate for sales tax therefore projects 2007 growth to be 5.1 percent over 2006. This new retail includes the Town Center of Aurora redevelopment, the Southlands construction, and new retailers at I-70 and Tower Road. All three developments are planned to be complete by the end of 2007. Thus, the rate of sales tax growth from 2008 through 2011 is projected to slow to between 4.3 and 4.8 percent, which primarily reflects growth in the economy rather than the strong new retail growth.

### **Property Tax**

All real and business-related personal property within the City of Aurora is subject to property tax. Applying the City's mill levy to assessed valuation determines the tax. For 2007, the general levy was set at 8.605 mills. There are also additional levies totaling 2.262 mills for voter-approved projects such as the 1998 Alameda/I-225 Interchange bond and the 2000 Public Safety, Library, and Parks bonds.

In 2000, the City passed a permanent three-mill property tax reduction that also effectively exempts the General Fund from the Taxpayer's Bill of Rights (TABOR) spending limits. TABOR is a voter-approved constitutional provision that limits growth in certain revenue streams to a combination of regional inflation and property valuation growth. The primary revenue stream still affected by TABOR is the property tax.

Property tax revenue is expected to increase 4.5 percent in 2006 after a 3.6 percent increase in 2005 and an 8.2 percent decrease in 2004. The 2004 decrease was the result of one-time TABOR refund monies received in 2003 that did not recur in 2004. Aurora property valuations were reassessed in 2005, which translate into 2006 growth. New growth and stable housing prices throughout the City are expected to support 4.6 percent growth in 2007 property tax. Housing values will be reassessed again in 2007, translating into larger growth in 2008 compared to 2007. Moderate growth is expected beyond 2008. Property tax revenue is expected to remain within the limitations of TABOR.

**Building Materials Use Tax and Construction Permits**

Building materials use tax (BMUT) is a 3.75 percent tax on the value of all materials, fixtures, and supplies used in constructing a building or improving property within the City. Fifty percent of the permit value is taxed. Collections are dedicated primarily to capital improvement projects. Because the revenue is predominantly generated by activities from one-time construction projects, these revenues are generally used for one-time purposes such as streets, parks, facilities, and other major investments in infrastructure (including maintaining existing street infrastructure).

Construction permit revenue comes from the City rule that any party performing construction, alteration, or major repair to a building is required to obtain certain permits. This source of revenue is tied directly to new construction activity within the City. Building, plumbing, mechanical, utility, and certificate of occupancy permits are examples of permits that are part of this revenue stream.

Aurora's construction-related revenues vary considerably year by year. From 2000 through 2003, large positive growth was followed by large negative growth. For example, 2002 BMUT revenues increased by 35.3 percent followed by a decrease of 15.8 percent in 2003 and then an increase of 38.5 percent in 2004 followed by another increase of 25.5 percent in 2005. Decreases in 2003 were caused by the economic slowdown and concerns about the impact of the drought. When the economy began its recovery in 2004, construction-related revenues grew rapidly.

In 2005, Aurora experienced record construction activity which continued into the first half of 2006. There are signs, however, that the housing and construction market has begun to soften and will continue to slow through the end of 2006 and into 2007.

The budget estimate for building materials use tax assumes that activity in the later half of 2006 will fall short of the record levels in 2005, finishing the year 10.6 percent under 2005. Construction activity in 2007 is expected to continue at a reduced rate similar to the later half of 2006; thus, no growth is projected for building materials use tax in 2007. Gradual increases are projected in the future years as the building cycle turns back around.

Unlike BMUT, construction permit revenue is projected to see a 20.2 percent increase in 2006. This projection includes a \$1.0 million one-time right-of-way sale. In 2007, this sale is not expected to recur and no growth is projected over normal 2006 activity. Thus, a decline of 25.6 percent is projected for 2007. Similar to BMUT, gradual increases are projected in future years.

**Automobile Use Tax**

All motor vehicles, trailers, and semi-trailers purchased outside the City by Aurora residents are subject to the payment of use tax at the rate of 3.75 percent. (Sales of new and used vehicles within the City by licensed vendors are reflected in the general sales tax.) Automobile use tax increased an average of 6.2 percent per year since 1987, approaching 10.7 percent per year in the latter part of the 1990's and the beginning of this decade. Increased automobile purchases in

2001 and the first part of 2002, spurred by zero-percent financing, caused significant buying in those years.

Major incentive programs and a recovering economy contributed to the industry's relatively strong performance in 2003. However, reduced demand after years of strong growth still caused 2003 revenues to decrease by 4.5 percent – the first decline since 1987. In 2004, rising gas prices and interest rate increases further slowed auto sales. Consequently, auto use tax revenue in 2004 fell an additional 6.7 percent from 2003 followed by almost no growth in 2005, despite employee-pricing deals seen at several dealerships.

Mid-year receipts for 2006 do not suggest a recovery in this revenue stream, which is projected to finish 3.8 percent under 2005. Auto use tax growth is expected to return to a more historical growth level of 4.0 percent in 2007 and continue at this level through 2011.

### **Highway Users Tax**

The highway users tax (HUT) is a state-collected tax, on a per-gallon-of-gas basis, that is distributed among the State, counties, and municipalities. The City's portion of HUT revenue varies from year to year based on the proportion of its gas taxes and various motor vehicle registrations, titles, and license fees to the total amounts in the state. Distribution to individual municipalities is based on the percentage of vehicles registered within a city and the number of roads within a city.

Aurora's highway users tax saw an average annual increase of 5.7 percent from 1987 to 2002. In 2003, however, a 4.6 percent decline occurred as State HUT revenue declined and the City of Centennial began sharing in the distribution. This additional sharing of revenue combined with higher gas prices contributed to no growth in 2004 and a subsequent fall of 5.0 percent in 2005. The 2006 budget estimate is slightly more conservative than the year-to-date growth rate and accounts for an expected decline in overall revenue to the State. Consumer fuel-buying habits are expected remain more conservative in 2007; therefore, no growth over 2006 is projected for HUT. Moderate growth is projected beyond 2007.

### **Franchise Fees and Taxes**

Franchise fees and taxes are levied on businesses that deliver public utility services, including natural gas, electricity, telephone, and cable television service. Franchise fees and taxes are set by ordinance and renegotiated periodically. Companies pass on the cost of franchise fees and taxes to customers in the form of a municipal charge.

From 1987 to 2002, franchise revenue grew by an average of only 3.9 percent, including a 13.2 percent decrease in 2002. In 2003, franchise revenue grew by 16.0 percent due in large measure to natural gas rate increases that took effect in the last four months of the year. Rate increases continued into 2004 and 2005, translating into 4.1 and 5.8 percent growth respectively. Although the first six months of 2006 have seen 14.5 percent growth over 2005, this growth is not expected to continue through the end of the year.

In 2007, the budget estimate projects franchise fees and taxes to grow at a more sustainable rate of 4.5 percent as natural gas and electric prices stabilize. Growth from 2008 through 2011 is forecast to remain at a more sustainable growth rate of 4.5 percent.

### **Other (Equipment and Consumables) Use Tax**

A tax of 3.75 percent is levied on any tangible personal property purchased, leased, or rented (not subject to the City general sales tax), regardless of whether the property is purchased inside or outside of the City. The tax is applicable primarily to business capital assets and supplies. All collections are dedicated primarily to capital improvement projects. Because the revenue is predominantly generated by activities for one-time construction projects, these revenues are generally used for one-time purposes such as streets, parks, facilities, and other major investments in infrastructure.

Telecommunication spending, a major driver for equipment use tax revenue growth, was not expected to pick up until after 2004. This pickup is reflected in the 27.6 percent growth seen in 2005. As high oil and gas prices seep into the economy and prices of consumer goods increase, business spending on capital assets and supplies will most likely decrease; thus, 2006 is projected to fall 7.6 percent from 2005. Major business purchases are expected to remain constrained in 2007 at 2.3 percent growth. Future years are projected to see somewhat stronger growth as businesses replace used equipment.

### **Fines and Forfeitures**

Fines are imposed by the City's municipal court on persons found to be in violation of any portion of the City Code that is subject to a fine. Fines also include other charges, such as those charged to library patrons for lost or damaged library materials.

Growth in this revenue stream averaged 6.6 percent from 1987 through 2004 but fluctuates year-to-year depending on enforcement efforts in the City. Since 1995, these revenues have seen a trend of a double-digit percent increase in one year, followed by a single digit increase in the next. In 2004, a decline in ticket issuance may have contributed to a 1.2 percent decrease in revenue. A large increase of 39.8 was seen in 2005 resulting from an increase in the City's court fine schedule. More stable growth is projected for 2006 and 2007. The 2007 projection is for 6.4 percent growth over 2006, which takes into account a new 2007 fine schedule and growth in the number of fines assessed. Projections for future years assume a sustainable growth rate of 4.0 percent.

### **Lodger's Tax**

A lodger's tax of 8.0 percent is imposed on the cost of lodging within the City. This tax is imposed in lieu of the City's general sales tax and excludes any other goods, services, or commodities subject to sales tax. At the direction of City Council, up to 10.0 percent of prior year lodger's tax receipts may be dedicated to the Visitors Promotion program, established to promote tourism in the City.

**2007 Adopted Budget**

Lodger's tax revenue fell each year since the October 2001 World Trade Center attacks until the economy began recovering in 2004 and travel picked up in subsequent years. Relatively strong growth was seen in 2005, which is expected to continue into 2006. In 2007, growth is projected to return to a more steady growth level of 2.0 percent. Future years are expected to continue this sustainable growth. Annual lodger's tax receipts are not expected to return to pre-2001 levels until sometime in 2008.

**Specific Ownership Tax**

Specific ownership tax (SOT) is levied on all vehicles for the right to operate on public rights-of-way. The distribution of specific ownership tax comes from the counties and is based on each municipality's respective share of the county's total property tax revenue.

Specific ownership tax receipts were highly variable between 2000 and 2002, and then fell three consecutive years in a row from 2003 to 2005 due to decreased automobile sales. No growth is expected in 2006. In 2007 and beyond, the projected 3.5 percent growth assumes car sales will pick up, while remaining more conservative than the historical average.

**Occupational Privilege Tax**

An occupational privilege tax is imposed on individual employees and employers who work within the city limits of Aurora. Employees who earn at least \$250 per month and perform services within the City are liable to pay the employee occupational privilege tax, to be withheld by the employer, and employers are liable for the business occupational privilege tax for each employee, owner, partner, and manager. The tax is \$2 per employee and \$2 per employer per month.

From 1988 to 2005, occupational privilege tax annual growth has averaged 3.1 percent. As the economy began recovering in 2004, employment picked up and occupational privilege tax grew 1.7 percent after experiencing a drop-off in 2003. According to national, state, and regional economic data, the employment outlook for Aurora continues to show improvement from 2006 through 2011. Growth of 0.5 percent is expected in 2006. A conservative 2.0 percent growth is forecasted for 2007 through 2011.

**Other Taxes and Audit Revenue**

The other taxes revenue stream prior to 2004 included primarily audit revenue and those accounts that are directly related to audit proceeds such as penalty and interest payments from sales, use, lodger's, and occupational privilege tax audits. Interest on delinquent property tax payments is also included. In 2004, the audit revenue portion was split out and is now tracked separately.

The decline shown in 2004 for other taxes reflects the breakout of audit revenue, the largest contributor to the combined category. If the two categories were still combined in 2004, overall growth of 29.5 percent would be seen. In 2006, audit revenue is projected to see 60.5 percent

growth after 2005's 2.2 percent growth. The unusually high increase is due to \$1.4 million from a one-time receipt related to back taxes from audit compliance work. This one-time receipt in 2006 also causes the 2007 projection to drop 32.0 percent. Future years are expected to see stable, moderate growth.

**Internal Charges for Service**

Internal charges for service include payment for services rendered by a City department or agency for another City department or agency. Internal charges for service declined 2.7 percent in 2004, saw minimal growth in 2005, and are projected to decline further in 2006. In 2007, a change in how overhead charges are reimbursed to the General Fund from Aurora Water is expected to translate into 91.1 percent growth over 2006. Future years are projected to see slightly less than 2.0 percent growth.

**Other Revenue Streams**

Currently, other revenue streams in the General Fund are not expected to have a material impact in 2006 or 2007, with the exception of transfers. Transfers are expected to decline 20.0 percent in 2006 and then decline an additional 8.0 percent in 2007. The elimination of a one-time \$1.0 million transfer from the Risk Fund will cause 2006's decrease. The decline in 2007 is primarily due to the elimination of the one-time transfer from the Emergency Contingency Fund related to past storm clean-up costs.

A large, light gray watermark of the Aurora logo is centered on the page. It consists of a circle containing a stylized sunburst or starburst design. The word "AURORA" is written in a serif font, arched across the bottom of the circle.

# **REVENUE ATTACHMENTS**

## Revenue Attachment A: General Fund Revenue and Percent Changes (Budget Estimate)

General Fund Total Dollars	2004 Actual	2005 Actual	2006 Projection	2007 Adopted	2008 Forecast	2009 Forecast	2010 Forecast	2011 Forecast
General Sales Tax	\$ 106,072,264	\$ 111,556,185	\$ 119,476,674	\$ 125,569,984	\$ 131,346,203	\$ 136,994,090	\$ 142,884,836	\$ 149,743,308
Property Tax	21,222,403	21,976,407	22,973,031	24,037,892	25,215,749	26,451,321	27,734,210	29,107,053
Franchise Fees/Taxes	10,606,171	11,224,526	12,066,365	12,609,351	13,176,772	13,769,727	14,389,365	15,036,886
Use Tax - Auto	10,215,871	10,284,541	9,893,728	10,284,541	10,695,923	11,123,760	11,568,710	12,031,458
Use Tax-Other (Equipment/Consumables)	4,733,592	6,040,007	5,580,966	5,709,328	6,040,469	6,390,816	6,767,874	7,167,179
Use Tax-Bldg Materials	11,934,377	14,972,654	13,385,553	13,385,553	13,860,740	14,900,296	16,330,724	17,849,481
Occupational Privilege	3,733,332	3,898,581	3,916,659	3,994,992	4,074,892	4,156,390	4,239,517	4,324,307
Lodgers Tax	3,124,781	3,329,246	3,578,939	3,650,518	3,723,528	3,797,999	3,873,959	3,951,438
Specific Ownership	2,704,313	2,653,039	2,653,039	2,745,895	2,842,001	2,941,471	3,044,422	3,150,977
Other Taxes	315,621	320,020	359,340	370,119	383,073	394,566	406,402	418,594
Audit Revenue	2,341,831	2,393,741	3,841,967	2,611,996	2,690,356	2,771,067	2,854,199	2,939,825
<b>Taxes &amp; Related Payments Sub-Total</b>	<b>\$ 177,004,556</b>	<b>\$ 188,648,947</b>	<b>\$ 197,726,261</b>	<b>\$ 204,970,169</b>	<b>\$ 214,049,706</b>	<b>\$ 223,691,503</b>	<b>\$ 234,094,218</b>	<b>\$ 245,720,506</b>
Construction Permits	\$ 2,009,151	\$ 3,248,589	\$ 3,904,239	\$ 2,904,239	\$ 3,007,339	\$ 3,232,889	\$ 3,543,246	\$ 3,872,768
Motor Vehicle Fees	795,202	836,033	910,359	963,160	1,007,465	1,052,801	1,094,914	1,138,711
Business Licenses	708,330	675,672	722,498	737,975	751,687	766,720	782,055	797,696
<b>License &amp; Permit Sub-Total</b>	<b>\$ 3,512,683</b>	<b>\$ 4,760,294</b>	<b>\$ 5,537,096</b>	<b>\$ 4,605,374</b>	<b>\$ 4,766,491</b>	<b>\$ 5,052,410</b>	<b>\$ 5,420,215</b>	<b>\$ 5,809,175</b>
Highway User's Tax	\$ 7,974,829	\$ 7,580,015	\$ 7,776,989	\$ 7,776,989	\$ 8,010,299	\$ 8,250,608	\$ 8,498,126	\$ 8,753,070
Cigarette Tax	859,687	787,904	742,500	735,075	727,724	720,447	713,243	706,111
County Road & Bridge	1,207,834	1,253,897	1,323,875	1,396,688	1,466,522	1,539,848	1,616,841	1,697,683
Other Intergovernmental Revenue	382,638	298,153	282,784	291,268	300,006	309,006	318,276	327,824
<b>Intergovernmental Sub-Total</b>	<b>\$ 10,424,988</b>	<b>\$ 9,919,969</b>	<b>\$ 10,126,148</b>	<b>\$ 10,200,020</b>	<b>\$ 10,504,551</b>	<b>\$ 10,819,909</b>	<b>\$ 11,146,486</b>	<b>\$ 11,484,688</b>
Fines & Forfeitures	\$ 4,492,855	\$ 6,280,369	\$ 6,700,773	\$ 7,132,819	\$ 7,418,132	\$ 7,714,857	\$ 8,023,451	\$ 8,344,389
Internal Charges	2,274,967	2,279,323	2,012,955	3,846,068	3,916,518	3,989,081	4,063,821	4,140,803
External Charges	3,325,859	3,681,018	3,681,018	4,592,980	4,730,769	4,872,692	5,018,873	5,169,439
Interest	895,526	1,052,040	1,190,994	1,238,634	1,275,793	1,314,067	1,353,489	1,394,094
Miscellaneous	918,802	1,047,513	742,082	837,095	845,466	853,921	862,460	871,085
<b>Other Sub-Total</b>	<b>\$ 11,908,009</b>	<b>\$ 14,340,263</b>	<b>\$ 14,327,822</b>	<b>\$ 17,647,596</b>	<b>\$ 18,186,678</b>	<b>\$ 18,744,618</b>	<b>\$ 19,322,094</b>	<b>\$ 19,919,810</b>
<b>Revenues Excluding Transfers</b>	<b>\$ 202,850,236</b>	<b>\$ 217,669,473</b>	<b>\$ 227,717,327</b>	<b>\$ 237,423,159</b>	<b>\$ 247,507,426</b>	<b>\$ 258,308,440</b>	<b>\$ 269,983,013</b>	<b>\$ 282,934,179</b>
Transfers in	6,011,235	4,407,901	3,527,607	3,246,598	2,981,348	2,961,348	2,961,348	2,961,348
<b>Total Revenues</b>	<b>\$ 208,861,471</b>	<b>\$ 222,077,374</b>	<b>\$ 231,244,934</b>	<b>\$ 240,669,757</b>	<b>\$ 250,488,774</b>	<b>\$ 261,269,788</b>	<b>\$ 272,944,361</b>	<b>\$ 285,895,527</b>
<b>Base Revenue</b>	<b>\$ 208,861,471</b>	<b>\$ 222,077,374</b>	<b>\$ 231,244,934</b>	<b>\$ 237,498,660</b>	<b>\$ 247,317,677</b>	<b>\$ 258,098,691</b>	<b>\$ 269,773,264</b>	<b>\$ 282,724,430</b>
<b>Revenue Increases Due to SRS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,171,097</b>	<b>3,171,097</b>	<b>3,171,097</b>	<b>3,171,097</b>	<b>3,171,097</b>
<b>GF Operating Revenue Increase</b>	<b>\$ 722,219</b>	<b>\$ 10,764,191</b>	<b>\$ 11,957,587</b>	<b>\$ 9,586,027</b>	<b>\$ 9,331,694</b>	<b>\$ 9,503,771</b>	<b>\$ 9,987,586</b>	<b>\$ 11,160,975</b>
<b>CPF Related Revenue Increase</b>	<b>\$ 3,173,159</b>	<b>\$ 4,055,046</b>	<b>\$ (1,909,733)</b>	<b>\$ 119,805</b>	<b>\$ 752,573</b>	<b>\$ 1,297,243</b>	<b>\$ 1,686,987</b>	<b>\$ 1,790,191</b>

## Revenue Attachment A: General Fund Revenue and Percent Changes (Budget Estimate)

General Fund Percent Change	2004 Actual	2005 Actual	2006 Projection	2007 Adopted	2008 Forecast	2009 Forecast	2010 Forecast	2011 Forecast
General Sales Tax	2.9%	5.2%	7.1%	5.1%	4.6%	4.3%	4.3%	4.8%
Property Tax	-8.2%	3.6%	4.5%	4.6%	4.9%	4.9%	4.8%	4.9%
Franchise Fees/Taxes	4.1%	5.8%	7.5%	4.5%	4.5%	4.5%	4.5%	4.5%
Use Tax - Auto	-6.7%	0.7%	-3.8%	4.0%	4.0%	4.0%	4.0%	4.0%
Use Tax-Other (Equipment/Consumables)	1.7%	27.6%	-7.6%	2.3%	5.8%	5.8%	5.9%	5.9%
Use Tax-Bldg Materials	38.5%	25.5%	-10.6%	0.0%	3.5%	7.5%	9.6%	9.3%
Occupational Privilege	1.7%	4.4%	0.5%	2.0%	2.0%	2.0%	2.0%	2.0%
Lodgers Tax	2.2%	6.5%	7.5%	2.0%	2.0%	2.0%	2.0%	2.0%
Specific Ownership	-3.9%	-1.9%	0.0%	3.5%	3.5%	3.5%	3.5%	3.5%
Other Taxes	-84.6%	1.4%	12.3%	3.0%	3.5%	3.0%	3.0%	3.0%
Audit Revenue	n/a	2.2%	60.5%	-32.0%	3.0%	3.0%	3.0%	3.0%
<b>Taxes &amp; Related Payments Sub-Total</b>	<b>2.8%</b>	<b>6.6%</b>	<b>4.8%</b>	<b>3.7%</b>	<b>4.4%</b>	<b>4.5%</b>	<b>4.7%</b>	<b>5.0%</b>
Construction Permits	30.7%	61.7%	20.2%	-25.6%	3.5%	7.5%	9.6%	9.3%
Motor Vehicle Fees	-3.2%	5.1%	8.9%	5.8%	4.6%	4.5%	4.0%	4.0%
Business Licenses	5.4%	-4.6%	6.9%	2.1%	1.9%	2.0%	2.0%	2.0%
<b>License &amp; Permit Sub-Total</b>	<b>15.9%</b>	<b>35.5%</b>	<b>16.3%</b>	<b>-16.8%</b>	<b>3.5%</b>	<b>6.0%</b>	<b>7.3%</b>	<b>7.2%</b>
Highway User's Tax	0.0%	-5.0%	2.6%	0.0%	3.0%	3.0%	3.0%	3.0%
Cigarette Tax	4.3%	-8.3%	-5.8%	-1.0%	-1.0%	-1.0%	-1.0%	-1.0%
County Road & Bridge	4.7%	3.8%	5.6%	5.5%	5.0%	5.0%	5.0%	5.0%
Other Intergovernmental Revenue	-25.8%	-22.1%	-5.2%	3.0%	3.0%	3.0%	3.0%	3.0%
<b>Intergovernmental Sub-Total</b>	<b>-0.4%</b>	<b>-4.8%</b>	<b>2.1%</b>	<b>0.7%</b>	<b>3.0%</b>	<b>3.0%</b>	<b>3.0%</b>	<b>3.0%</b>
Fines & Forfeitures	-1.2%	39.8%	6.7%	6.4%	4.0%	4.0%	4.0%	4.0%
Internal Charges	-2.7%	0.2%	-11.7%	91.1%	1.8%	1.9%	1.9%	1.9%
External Charges	3.5%	10.7%	0.0%	24.8%	3.0%	3.0%	3.0%	3.0%
Interest	-43.4%	17.5%	13.2%	4.0%	3.0%	3.0%	3.0%	3.0%
Miscellaneous	-42.2%	14.0%	-29.2%	12.8%	1.0%	1.0%	1.0%	1.0%
<b>Other Sub-Total</b>	<b>-10.3%</b>	<b>20.4%</b>	<b>-0.1%</b>	<b>23.2%</b>	<b>3.1%</b>	<b>3.1%</b>	<b>3.1%</b>	<b>3.1%</b>
<b>Revenues Excluding Transfers</b>	<b>2.0%</b>	<b>7.3%</b>	<b>4.6%</b>	<b>4.3%</b>	<b>4.2%</b>	<b>4.4%</b>	<b>4.5%</b>	<b>4.8%</b>
Transfers in	55.5%	-26.7%	-20.0%	-8.0%	-8.2%	-0.7%	0.0%	0.0%
<b>Total Revenues</b>	<b>3.0%</b>	<b>6.3%</b>	<b>4.1%</b>	<b>4.1%</b>	<b>4.1%</b>	<b>4.3%</b>	<b>4.5%</b>	<b>4.7%</b>
<b>GF Operating Revenue Increase</b>	<b>0.4%</b>	<b>5.7%</b>	<b>6.0%</b>	<b>4.6%</b>	<b>4.2%</b>	<b>4.2%</b>	<b>4.2%</b>	<b>4.5%</b>
<b>CPF Related Revenue Increase</b>	<b>25.6%</b>	<b>26.1%</b>	<b>-9.7%</b>	<b>0.7%</b>	<b>4.2%</b>	<b>7.0%</b>	<b>8.5%</b>	<b>8.3%</b>

## Revenue Attachment B: General Fund Revenue and Percent Changes (Optimistic Forecast)

General Fund Total Dollars	2004 Actual	2005 Actual	2006 Projection	2007 Adopted	2008 Forecast	2009 Forecast	2010 Forecast	2011 Forecast
General Sales Tax	\$ 106,072,264	\$ 111,556,185	\$ 121,304,240	\$ 127,975,973	\$ 133,862,868	\$ 139,618,971	\$ 145,622,587	\$ 152,612,471
Property Tax	21,222,403	21,976,407	22,973,031	24,037,892	25,215,749	26,451,321	27,734,210	29,107,053
Franchise Fees/Taxes	10,606,171	11,224,526	12,576,932	13,834,625	14,457,183	15,107,756	15,787,605	16,498,047
Use Tax - Auto	10,215,871	10,284,541	9,893,728	10,586,289	11,009,741	11,450,131	11,908,136	12,384,461
Use Tax-Other (Equipment/Consumables)	4,733,592	6,040,007	5,834,647	6,103,041	6,450,914	6,825,067	7,227,746	7,654,183
Use Tax-Bldg Materials	11,934,377	14,972,654	14,405,190	14,405,190	14,916,574	16,035,317	17,574,707	19,209,155
Occupational Privilege	3,733,332	3,898,581	3,916,659	3,994,992	4,074,892	4,156,390	4,239,517	4,324,307
Lodgers Tax	3,124,781	3,329,246	3,578,939	3,650,518	3,723,528	3,797,999	3,873,959	3,951,438
Specific Ownership	2,704,313	2,653,039	2,653,039	2,745,895	2,842,001	2,941,471	3,044,422	3,150,977
Other Taxes	315,621	320,020	359,340	370,119	383,073	394,566	406,402	418,594
Audit Revenue	2,341,831	2,393,741	3,841,967	2,611,996	2,690,356	2,771,067	2,854,199	2,939,825
<b>Taxes &amp; Related Payments Sub-Total</b>	<b>\$ 177,004,556</b>	<b>\$ 188,648,947</b>	<b>\$ 201,337,712</b>	<b>\$ 210,316,530</b>	<b>\$ 219,626,879</b>	<b>\$ 229,550,056</b>	<b>\$ 240,273,490</b>	<b>\$ 252,250,511</b>
Construction Permits	\$ 2,009,151	\$ 3,248,589	\$ 4,125,467	2,904,239	\$ 3,007,339	\$ 3,232,889	\$ 3,543,246	\$ 3,872,768
Motor Vehicle Fees	795,202	836,033	910,359	963,160	1,007,465	1,052,801	1,094,914	1,138,711
Business Licenses	708,330	675,672	722,498	737,975	751,687	766,720	782,055	797,696
<b>License &amp; Permit Sub-Total</b>	<b>\$ 3,512,683</b>	<b>\$ 4,760,294</b>	<b>\$ 5,758,324</b>	<b>\$ 4,605,374</b>	<b>\$ 4,766,491</b>	<b>\$ 5,052,410</b>	<b>\$ 5,420,215</b>	<b>\$ 5,809,175</b>
Highway User's Tax	\$ 7,974,829	\$ 7,580,015	\$ 8,214,073	\$ 8,460,495	\$ 8,714,310	\$ 8,975,739	\$ 9,245,011	\$ 9,522,361
Cigarette Tax	859,687	787,904	742,500	735,075	727,724	720,447	713,243	706,111
County Road & Bridge	1,207,834	1,253,897	1,323,875	1,396,688	1,466,522	1,539,848	1,616,841	1,697,683
Other Intergovernmental Revenue	382,638	298,153	282,784	291,268	300,006	309,006	318,276	327,824
<b>Intergovernmental Sub-Total</b>	<b>\$ 10,424,988</b>	<b>\$ 9,919,969</b>	<b>\$ 10,563,232</b>	<b>\$ 10,883,526</b>	<b>\$ 11,208,562</b>	<b>\$ 11,545,040</b>	<b>\$ 11,893,371</b>	<b>\$ 12,253,979</b>
Fines & Forfeitures	\$ 4,492,855	\$ 6,280,369	\$ 6,700,773	\$ 7,132,819	\$ 7,418,132	\$ 7,714,857	\$ 8,023,451	\$ 8,344,389
Internal Charges	2,274,967	2,279,323	2,012,955	3,846,068	3,916,518	3,989,081	4,063,821	4,140,803
External Charges	3,325,859	3,681,018	3,681,018	4,592,980	4,730,769	4,872,692	5,018,873	5,169,439
Interest	895,526	1,052,040	1,190,994	1,250,544	1,288,060	1,326,702	1,366,503	1,407,498
Miscellaneous	918,802	1,047,513	742,082	837,095	845,466	853,921	862,460	871,085
<b>Other Sub-Total</b>	<b>\$ 11,908,009</b>	<b>\$ 14,340,263</b>	<b>\$ 14,327,822</b>	<b>\$ 17,659,506</b>	<b>\$ 18,198,945</b>	<b>\$ 18,757,253</b>	<b>\$ 19,335,108</b>	<b>\$ 19,933,214</b>
<b>Revenues Excluding Transfers</b>	<b>\$ 202,850,236</b>	<b>\$ 217,669,473</b>	<b>\$ 231,987,090</b>	<b>\$ 243,464,936</b>	<b>\$ 253,800,877</b>	<b>\$ 264,904,759</b>	<b>\$ 276,922,184</b>	<b>\$ 290,246,879</b>
Transfers in	6,011,235	4,407,901	3,527,607	3,246,598	2,981,348	2,961,348	2,961,348	2,961,348
<b>Total Revenues</b>	<b>\$ 208,861,471</b>	<b>\$ 222,077,374</b>	<b>\$ 235,514,697</b>	<b>\$ 246,711,534</b>	<b>\$ 256,782,225</b>	<b>\$ 267,866,107</b>	<b>\$ 279,883,532</b>	<b>\$ 293,208,227</b>
<b>Base Revenue</b>	<b>\$ 208,861,471</b>	<b>\$ 222,077,374</b>	<b>\$ 235,514,697</b>	<b>\$ 243,540,437</b>	<b>\$ 253,611,128</b>	<b>\$ 264,695,010</b>	<b>\$ 276,712,435</b>	<b>\$ 290,037,130</b>
<b>Revenue Increases Due to SRS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,171,097</b>	<b>3,171,097</b>	<b>3,171,097</b>	<b>3,171,097</b>	<b>3,171,097</b>
<b>GF Operating Revenue Increase</b>	<b>\$ 722,219</b>	<b>\$ 10,764,191</b>	<b>\$ 15,038,919</b>	<b>\$ 11,227,345</b>	<b>\$ 9,533,968</b>	<b>\$ 9,710,512</b>	<b>\$ 10,204,827</b>	<b>\$ 11,401,202</b>
<b>CPF Related Revenue Increase</b>	<b>\$ 3,173,159</b>	<b>\$ 4,055,046</b>	<b>\$ (721,302)</b>	<b>\$ 250,501</b>	<b>\$ 801,973</b>	<b>\$ 1,393,370</b>	<b>\$ 1,812,598</b>	<b>\$ 1,923,493</b>

## Revenue Attachment B: General Fund Revenue and Percent Changes (Optimistic Forecast)

General Fund Percent Change	2004 Actual	2005 Actual	2006 Projection	2007 Adopted	2008 Forecast	2009 Forecast	2010 Forecast	2011 Forecast
General Sales Tax	2.9%	5.2%	8.7%	5.5%	4.6%	4.3%	4.3%	4.8%
Property Tax	-8.2%	3.6%	4.5%	4.6%	4.9%	4.9%	4.8%	4.9%
Franchise Fees/Taxes	4.1%	5.8%	12.0%	10.0%	4.5%	4.5%	4.5%	4.5%
Use Tax - Auto	-6.7%	0.7%	-3.8%	7.0%	4.0%	4.0%	4.0%	4.0%
Use Tax-Other (Equipment/Consumables)	1.7%	27.6%	-3.4%	4.6%	5.7%	5.8%	5.9%	5.9%
Use Tax-Bldg Materials	38.5%	25.5%	-3.8%	0.0%	3.5%	7.5%	9.6%	9.3%
Occupational Privilege	1.7%	4.4%	0.5%	2.0%	2.0%	2.0%	2.0%	2.0%
Lodgers Tax	2.2%	6.5%	7.5%	2.0%	2.0%	2.0%	2.0%	2.0%
Specific Ownership	-3.9%	-1.9%	0.0%	3.5%	3.5%	3.5%	3.5%	3.5%
Other Taxes	-84.6%	1.4%	12.3%	3.0%	3.5%	3.0%	3.0%	3.0%
Audit Revenue	n/a	2.2%	60.5%	-32.0%	3.0%	3.0%	3.0%	3.0%
<b>Taxes &amp; Related Payments Sub-Total</b>	<b>2.8%</b>	<b>6.6%</b>	<b>6.7%</b>	<b>4.5%</b>	<b>4.4%</b>	<b>4.5%</b>	<b>4.7%</b>	<b>5.0%</b>
Construction Permits	30.7%	61.7%	27.0%	-29.6%	3.5%	7.5%	9.6%	9.3%
Motor Vehicle Fees	-3.2%	5.1%	8.9%	5.8%	4.6%	4.5%	4.0%	4.0%
Business Licenses	5.4%	-4.6%	6.9%	2.1%	1.9%	2.0%	2.0%	2.0%
<b>License &amp; Permit Sub-Total</b>	<b>15.9%</b>	<b>35.5%</b>	<b>21.0%</b>	<b>-20.0%</b>	<b>3.5%</b>	<b>6.0%</b>	<b>7.3%</b>	<b>7.2%</b>
Highway User's Tax	0.0%	-5.0%	8.4%	3.0%	3.0%	3.0%	3.0%	3.0%
Cigarette Tax	4.3%	-8.3%	-5.8%	-1.0%	-1.0%	-1.0%	-1.0%	-1.0%
County Road & Bridge	4.7%	3.8%	5.6%	5.5%	5.0%	5.0%	5.0%	5.0%
Other Intergovernmental Revenue	-25.8%	-22.1%	-5.2%	3.0%	3.0%	3.0%	3.0%	3.0%
<b>Intergovernmental Sub-Total</b>	<b>-0.4%</b>	<b>-4.8%</b>	<b>6.5%</b>	<b>3.0%</b>	<b>3.0%</b>	<b>3.0%</b>	<b>3.0%</b>	<b>3.0%</b>
Fines & Forfeitures	-1.2%	39.8%	6.7%	6.4%	4.0%	4.0%	4.0%	4.0%
Internal Charges	-2.7%	0.2%	-11.7%	91.1%	1.8%	1.9%	1.9%	1.9%
External Charges	3.5%	10.7%	0.0%	24.8%	3.0%	3.0%	3.0%	3.0%
Interest	-43.4%	17.5%	13.2%	5.0%	3.0%	3.0%	3.0%	3.0%
Miscellaneous	-42.2%	14.0%	-29.2%	12.8%	1.0%	1.0%	1.0%	1.0%
<b>Other Total Sub-Total</b>	<b>-10.3%</b>	<b>20.4%</b>	<b>-0.1%</b>	<b>23.3%</b>	<b>3.1%</b>	<b>3.1%</b>	<b>3.1%</b>	<b>3.1%</b>
<b>Revenues Excluding Transfers</b>	<b>2.0%</b>	<b>7.3%</b>	<b>6.6%</b>	<b>4.9%</b>	<b>4.2%</b>	<b>4.4%</b>	<b>4.5%</b>	<b>4.8%</b>
Transfers in	55.5%	-26.7%	-20.0%	-8.0%	-8.2%	-0.7%	0.0%	0.0%
<b>Total Revenues</b>	<b>3.0%</b>	<b>6.3%</b>	<b>6.1%</b>	<b>4.8%</b>	<b>4.1%</b>	<b>4.3%</b>	<b>4.5%</b>	<b>4.8%</b>
<b>GF Operating Revenue Increase</b>	<b>0.4%</b>	<b>5.7%</b>	<b>7.6%</b>	<b>5.3%</b>	<b>4.3%</b>	<b>4.2%</b>	<b>4.2%</b>	<b>4.5%</b>
<b>CPF Related Revenue Increase</b>	<b>25.6%</b>	<b>26.1%</b>	<b>-3.7%</b>	<b>1.3%</b>	<b>4.2%</b>	<b>7.0%</b>	<b>8.5%</b>	<b>8.3%</b>

## Revenue Attachment C: Revenue Projection Analysis

General Fund Revenue Source	2005 Revenue	2006 Revised Projection	2006 Percent Growth	2007 Revenue Projection	2007 Percent Growth	Comments Regarding Difference Between Budget Estimate and High Forecast
<b>Sales Tax</b>						
Budget Estimate	\$ 111,556,185	\$ 119,476,674	7.1%	\$ 125,569,984	5.1%	The major difference in sales tax estimates arises from the growth rate projections in 2006. The budget estimate is based on the average rate of growth from the past 12 months. The higher end of the forecast uses an annualized rate of growth less one-time payments. The 2007 growth rate is also slightly higher in the optimistic scenario.
Optimistic Forecast	111,556,185	121,304,240	8.7%	127,975,973	5.5%	
Difference	\$ -	\$ 1,827,566	1.6%	\$ 2,405,989	0.4%	
<b>Other Operating</b>						
Budget Estimate	\$ 86,501,471	\$ 90,538,569	4.7%	\$ 94,031,286	3.9%	Major 2006 differences are caused by projection assumptions used for franchise tax, highway users tax, and construction permits in 2006. The 2007 difference is primarily due to projection differences for franchise tax, highway users tax, and auto use tax.
Optimistic Forecast	86,501,471	91,792,335	6.1%	96,347,947	5.0%	
Difference	\$ -	\$ 1,253,767	1.4%	\$ 2,316,661	1.1%	
<b>Total Operating</b>						
Budget Estimate	\$ 198,057,656	\$ 210,015,243	6.0%	\$ 219,601,270	4.6%	Both estimates for 2007 include a net \$3.2 million revenue increase due to Structural Revenue Study items.
Optimistic Forecast	198,057,656	213,096,575	7.6%	224,323,920	5.3%	
Difference	\$ -	\$ 3,081,333	1.6%	\$ 4,722,650	0.7%	
<b>Capital Related Use Tax</b>						
Budget Estimate	\$ 19,611,817	\$ 17,702,084	-9.7%	\$ 17,821,889	0.7%	\$1.1 million of this difference is attributable to building materials use tax in 2006 - with the higher end of the range showing less of a downturn. The remainder is the result of differences in the 2006 projection for other (equipment and consumables) use tax. The 2007 growth rate is also slightly higher.
Optimistic Forecast	19,611,817	18,890,515	-3.7%	19,141,016	1.3%	
Difference	\$ -	\$ 1,188,430	6.1%	\$ 1,319,127	0.6%	
<b>Grand Total General Fund</b>						
Budget Estimate	\$ 222,077,374	\$ 231,244,934	4.1%	\$ 240,669,757	4.1%	
Optimistic Forecast	222,077,374	235,514,697	6.1%	246,711,534	4.8%	
Difference	\$ -	\$ 4,269,763	1.9%	\$ 6,041,777	0.7%	

## Revenue Attachment D: History &amp; Forecast for Key Economic Variables

	Actual						July 2006 Forecast					
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
<b>Population (Thou.)</b>												
National	282,193	285,108	287,985	290,850	293,657	296,410	298,217	300,913	303,598	306,272	308,936	311,601
% Change	1.1%	1.0%	1.0%	1.0%	1.0%	0.9%	0.6%	0.9%	0.9%	0.9%	0.9%	0.9%
Colorado	4,327	4,427	4,498	4,548	4,602	4,665	4,745	4,830	4,917	5,015	5,111	5,208
% Change	2.6%	2.3%	1.6%	1.1%	1.2%	1.4%	1.7%	1.8%	1.8%	2.0%	1.9%	1.9%
Metro Denver	2,144	2,196	2,237	2,271	2,307	2,343	2,387	2,423	2,466	2,514	2,560	2,608
% Change	1.2%	2.4%	1.8%	1.5%	1.6%	1.5%	1.9%	1.5%	1.8%	1.9%	1.9%	1.9%
Aurora	276	285	288	292	298	304	309	314	319	325	330	336
% Change	1.4%	3.0%	1.2%	1.5%	2.1%	1.9%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%
<b>Employment (Thou.)</b>												
National	131,800	131,800	130,300	130,000	131,400	133,500	135,500	136,950	138,400	140,350	142,250	144,176
% Change	2.2%	0.0%	-1.1%	-0.2%	1.1%	1.6%	1.5%	1.1%	1.1%	1.4%	1.4%	1.4%
Colorado	2,214	2,227	2,184	2,153	2,180	2,225	2,274	2,324	2,378	2,437	2,496	2,556
% Change	3.9%	0.6%	-1.9%	-1.4%	1.2%	2.1%	2.2%	2.2%	2.3%	2.5%	2.4%	2.4%
Metro Denver	1,211	1,211	1,172	1,158	1,167	1,190	1,210	1,237	1,264	1,294	1,323	1,352
% Change	4.1%	0.0%	-3.2%	-1.2%	0.8%	2.0%	1.7%	2.2%	2.2%	2.3%	2.2%	2.2%
Aurora	99	97	94	92	91	94	97	99	101	104	106	108
% Change	2.0%	-1.7%	-3.3%	-2.3%	-0.2%	2.5%	3.1%	2.3%	2.3%	2.3%	2.2%	2.2%
<b>Wage &amp; Salary Income (Millions)</b>												
National	4,829,200	4,942,800	4,980,900	5,111,100	5,389,400	5,723,700	6,055,600	6,388,200	6,722,300	7,085,200	7,454,600	7,843,259
% Change	8.1%	2.4%	0.8%	2.6%	5.4%	6.2%	5.8%	5.5%	5.2%	5.4%	5.2%	5.2%
Colorado	85,909	88,297	86,938	87,835	91,839	98,269	105,246	112,192	119,373	127,371	135,650	144,467
% Change	12.6%	2.8%	-1.5%	1.0%	4.6%	7.0%	7.1%	6.6%	6.4%	6.7%	6.5%	6.5%
Metro Denver	51,248	52,413	51,766	52,141	54,384	57,786	61,647	65,795	69,995	74,628	79,410	84,492
% Change	12.4%	2.3%	-1.2%	0.7%	4.3%	6.3%	6.7%	6.7%	6.4%	6.6%	6.4%	6.4%
<b>Personal Income (Millions)</b>												
National	8,429,750	8,724,150	8,881,900	9,169,100	9,713,450	10,248,800	10,830,450	11,343,900	11,862,300	12,428,250	13,008,600	13,616,050
% Change	8.0%	3.5%	1.8%	3.2%	5.9%	5.5%	5.7%	4.7%	4.6%	4.8%	4.7%	4.7%
Colorado	144,394	152,700	153,066	157,035	166,188	177,025	188,532	201,163	214,239	227,736	242,539	258,304
% Change	12.1%	5.8%	0.2%	2.6%	5.8%	6.5%	6.5%	6.7%	6.5%	6.3%	6.5%	6.5%
Metro Denver	82,196	87,646	88,322	90,184	95,238	101,413	108,257	115,494	123,116	130,967	139,589	148,772
% Change	13.3%	6.6%	0.8%	2.1%	5.6%	6.5%	6.7%	6.7%	6.6%	6.4%	6.6%	6.6%

Data Source: Colorado Legislative Council Staff, Office of State Planning and Budgeting, U.S. Dept. of Labor Bureau of Labor Statistics, U.S. Dept. of Commerce Bureau of Economic Analysis, and U.S. Census Bureau.

## Revenue Attachment D: History &amp; Forecast for Key Economic Variables

	Actual						July 2006 Forecast					
	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
<b>Retail Sales (Millions)</b>												
Colorado	57,917	58,978	58,700	58,700	62,400	65,400	68,998	72,517	76,215	79,645	84,025	88,646
% Change	10.4%	1.8%	-0.5%	0.0%	6.3%	4.8%	5.5%	5.1%	5.1%	4.5%	5.5%	5.5%
Metro Denver	31,027	31,357	31,793	31,978	33,561	34,769	36,701	38,609	40,618	42,482	44,863	47,374
% Change	10.7%	1.1%	1.4%	0.6%	4.9%	3.6%	5.6%	5.2%	5.2%	4.6%	5.6%	5.6%
<b>Housing Construction (Thou.)</b>												
National Starts	1,573	1,601	1,710	1,854	1,950	2,072	1,975	1,674	1,595	1,575	1,588	1,601
% Change	-4.5%	1.8%	6.8%	8.4%	5.2%	6.3%	-4.7%	-15.2%	-4.7%	-1.3%	0.8%	0.8%
Colorado Permits	54.6	55.0	47.9	39.4	46.4	46.3	43.9	41.4	40.7	41.1	42.0	42.9
% Change	10.7%	0.8%	-12.9%	-17.7%	17.8%	-0.2%	-5.2%	-5.7%	-1.7%	1.0%	2.2%	2.2%
Aurora Permits*	1.6	1.2	1.6	1.3	2.0	2.4	2.0	2.0	1.9	2.0	2.2	2.2
% Change	-2.5%	-22.2%	32.9%	-18.3%	49.3%	19.4%	-15.5%	-2.4%	-2.4%	5.4%	6.5%	1.7%
<b>Unemployment Rate</b>												
National	4.0%	4.7%	5.8%	6.0%	5.5%	5.1%	4.9%	5.0%	4.9%	4.8%	4.7%	4.7%
Colorado	2.7%	3.8%	5.9%	6.2%	5.6%	5.0%	4.5%	4.5%	4.4%	4.2%	4.2%	4.2%
<b>CPI</b>												
National	3.4%	2.8%	1.6%	2.3%	2.7%	3.4%	3.2%	2.7%	2.5%	2.6%	2.5%	2.5%
Metro Denver	4.0%	4.7%	1.9%	1.1%	0.1%	2.1%	2.9%	3.3%	3.2%	3.0%	3.0%	3.0%
<b>Other Key Indicators (Thou.)</b>												
Metro Construct. Jobs	95.4	97.5	92.8	86.2	85.7	90.4	92.2	94.9	98.2	102.2	106.1	110.1
% Change	0.0%	2.2%	-4.8%	-7.2%	-0.6%	5.5%	1.9%	3.0%	3.5%	4.0%	3.9%	3.8%
Metro Manufact. Jobs	86.9	81.0	74.0	71.4	71.8	72.4	70.9	70.9	71.1	71.6	72.1	72.7
% Change	0.0%	-6.7%	-8.6%	-3.6%	0.6%	0.9%	-2.1%	0.1%	0.3%	0.7%	0.7%	0.8%
Aurora Auto Sales Adams Cnty	914.8	952.0	896.8	882.5	909.1	927.6	952.7	1,006.5	1,059.0	1,106.1	1,164.2	1,224.8
% Change	0.0%	4.1%	-5.8%	-1.6%	3.0%	2.0%	2.7%	5.6%	5.2%	4.4%	5.3%	5.2%
Aurora Auto Sales Arap Cnty	2,614.4	2,816.1	2,858.1	2,929.5	2,748.1	2,608.7	2,629.0	2,646.7	2,658.8	2,668.3	2,668.9	2,664.9
% Change	0.0%	7.7%	1.5%	2.5%	-6.2%	-5.1%	0.8%	0.7%	0.5%	0.4%	0.0%	-0.1%

\* Multi-family units were excluded from this number due to a change in the recording methodology used by the City.



**BUDGET  
OUTLOOK  
THROUGH 2011**



## **City of Aurora Long-Range General Fund Financial Outlook Through 2011**

### **Purpose**

The purpose of the long-range financial outlook is two-fold. First, it provides a forward-looking view from the adopted General Fund operating budget, allowing City officials and others to evaluate the long-term sustainability of the annual operating budget. In addition, it provides a starting point for future decision-making regarding the budget by identifying the balance between potential spending needs and the projected revenue outlook.

This long-range outlook provides a key tool for financial planning. The tables attached to this document are updated throughout each year as the revenue and spending outlook becomes more clear. The City uses this information as part of a package of tools that:

- Identify preliminary spending priorities for future years;
- Incorporate necessary budget adjustments into the long-range financial projections;
- Ensure that both additions and reductions to the budget are sustainable;
- Maintain options to deal with unexpected contingencies; and
- Continue advance planning to anticipate factors affecting revenues and service needs.

The City has published its long-range financial outlook for five years. In 2006, the City took an additional step by undertaking a comprehensive study of its long-term revenue and expenditure outlook. The “Structural Revenue Study” used the City’s General Fund revenue projections and long-range expenditure priorities as the starting point for its analysis of the City’s revenue capacity in comparison to identified operating budget needs. A similar analysis was completed for the City’s capital budget.

The study identified a “structural gap” between ongoing service needs and the City’s present revenue capacity. Although strong revenue growth may delay or reduce the size of the gap (as it did in 2007), the gap is expected to develop and grow even if long-term revenue growth remains at current rates. The long-term General Fund financial outlook scenarios described in this section confirm the study’s findings and describe the nature of the gap in more detail. This section includes:

- An overview of the outlook for the General Fund from 2005 to 2011;
- A summary of the key assumptions used to build the projections;
- A table summarizing General Fund budget data for the years 2005 through 2011;
- A table showing future percentage increases expected in various parts of the budget;
- Detailed information on projected General Fund appropriations for each City department in each year of the outlook; and
- Tables showing amendments to the budget including possible future adjustments.

## General Fund Overview

This summary of the City's General Fund financial outlook was developed by examining several scenarios that demonstrate possible budget outcomes given different sets of revenue and spending assumptions. These scenarios indicate that the City is likely to experience continued gaps between revenue capacity and the future cost of City services. The City's current list of unfunded General Fund operating budget needs totals \$9.5 million. These five-year budget projections suggest that a gap in future years is likely to occur even if annual revenues exceed current budget projections and the City's "unfunded needs" remain unfunded. As a result, we expect that the ability to maintain and improve City services, extend services to newly-developing areas, and complete future capital projects will depend primarily on the City's ability to enact additional revenue enhancement measures.

**Scenario #1 – Baseline: 2007 Adopted Budget plus Unfunded Needs.** This scenario uses the 2007 through 2011 budgeted revenue estimate in conjunction with the 2007 operating budget plus future increases related to compensation, mandated costs, and "unfunded needs." Among the increases included in this scenario is an annual one-half percentage point increase in the General Fund portion of the transfer to Capital Project Fund (CPF). This scenario shows a significant gap that begins in 2008 and increases substantially each year.

Year	2007 Adopted	2008 Projected	2009 Projected	2010 Projected	2011 Projected
Surplus / (Deficit)	\$ 131,153	\$ (13,826,673)	\$ (17,875,101)	\$ (22,883,732)	\$ (27,133,087)

**Scenario #2 – Compensation and Mandated Costs Only.** This scenario uses the 2007 through 2011 budgeted revenue estimate along with the 2007 adopted budget plus future increases related to compensation and "mandated" costs such as electricity, natural gas, fleet fuel, and insurance. The scenario does not include any other increases. The scenario shows a gap of \$4.3 million developing in 2008 and gradually increasing each year until it reaches \$14.6 million. The gap is lower than the baseline forecast because this scenario excludes \$9.5 million for unfunded needs and the annual increase in the CPF transfer.

Year	2007 Adopted	2008 Projected	2009 Projected	2010 Projected	2011 Projected
Surplus / (Deficit)	\$ 131,153	\$ (4,347,025)	\$ (7,370,453)	\$ (11,345,084)	\$ (14,578,439)

**Scenario #3 – Optimistic.** This scenario assumes that revenues match the optimistic projection referenced in the revenue section of this budget book and that future expenditure increases are limited primarily to compensation and mandated costs as described in Scenario #2. The only other cost increase reflected in this scenario is an annual increase in the transfer to the CPF due to higher use tax revenues, which must be transferred under City ordinance requirements. This scenario shows surplus revenue available in 2007 and 2008, with a gap developing in 2009 and increasing each year. The gap is lower than the mandated cost scenario because this forecast includes additional revenue, partially offset by the higher CPF transfer.

Year	2007 Adopted	2008 Projected	2009 Projected	2010 Projected	2011 Projected
Surplus / (Deficit)	\$ 6,172,930	\$ 366,574	\$ (2,458,698)	\$ (6,225,112)	\$ (9,200,975)

These scenarios provide an important starting point for reviewing the long-term financial status of the City and for developing future budgets; consequently, a great deal of information is used to develop these scenarios. The following sections describe, in more detail, the key assumptions that underlie this analysis.

## **Key Assumptions**

The five-year projections provided in these financial outlook scenarios reflect numerous assumptions related to revenues and expenditures in 2006 and beyond. These assumptions represent a reasonable starting point for estimating the long-term status of the General Fund. However, it is important to note that the assumptions and resulting projections will change over time. Even relatively minor changes in key variables can cause a significant change in the long-term outlook. For example, a one percent change in revenue for any given year would change the projections for that year and all future years by no less than \$2.4 million.

All estimates included in this document are preliminary, based on data available in 2006. Experience shows that significant changes in the estimates are likely as revenue and expenditure assumptions change over time. The remainder of this document describes the various factors that shaped the financial outlook scenarios.

**Revenue Outlook.** The revenue forecast used for the adopted budget (the “budget estimate”) projects that General Fund revenue growth will be 4.1 percent in 2006 and 2007 after reaching 6.3 percent in 2005. The “optimistic forecast” assumes that current strength in revenues will continue into 2007, with revenue growth reaching 6.1 percent in 2006 and 4.7 percent in 2007. Both revenue forecasts assume that annual General Fund revenue growth will range between four and five percent from 2008 to 2011. The net difference in revenue between the two forecasts starts at \$4.3 million in 2006 and grows to \$7.3 million by 2011. These forecasts are described in more detail in the revenue section of this budget book.

**Future Expenditures.** The estimates prepared for the three General Fund scenarios take into account expenditures required to maintain current City services as well as some future costs. Assumptions about pay increases, utility rates, and funding priorities will change as the City Manager and City Council establish their budget plans each year. Consequently, the estimates incorporated herein represent projections based on current expenditure estimates and should not be viewed as an approved/official spending plan for any year other than 2007. The assumptions underlying this projection include the following items (unless otherwise noted, all assumptions described in this section apply to the years 2008 through 2011).

## **Unfunded Needs**

- The list of “unfunded needs” is the single largest variable incorporated into these scenarios. This list represents various high priority program and project priorities identified by City departments, for which funding is not available in the 2007 Adopted Budget. The items in the list are detailed in the Unfunded Needs section of this budget book.

- Unfunded needs are included at a total cost of \$9.5 million per year in Scenario #1 and are excluded from the other two scenarios. These costs do not increase over time, do not provide for full restoration of past cuts, and do not account for services required to address future growth. Nonetheless, they represent a reasonable estimate of the costs related to the City's most immediate funding priorities beyond those already included in the 2007 Adopted Budget.
- Funding for the Aid-to-Agencies program is excluded from the "unfunded needs" in Scenario #1 because of Council's direction that these programs be supported from a source other than the General Fund.

#### Compensation and Mandated Cost Items

- A pay increase of 3.5 percent is included for all employees in each year of every scenario.
- Funding for health and dental benefits is projected to increase by 10.0 percent per year in all scenarios.
- It is likely that the City will face substantial pressure to meet or exceed these rates of increase in order to keep the City's compensation levels competitive.
- Expected funding for fire and police step and grade increases is also included in all three scenarios.
- An increase of 0.5 percent in the City's contribution to the Government Employees Retirement Program is included in all scenarios starting in 2008. This increase may be needed to help offset a potential shortfall in funding for this defined benefit pension program.
- An adjustment to annual salary-related costs in all three scenarios accounts for the annual variation in the number of paid work hours each year. For example, there are 2088 work hours in 2007 and 2096 work hours in 2008.
- The cost of electricity, natural gas, risk management, and fleet fuel and maintenance is expected to increase by approximately 12.0 percent per year in all scenarios.
- The subsidy to the Recreation and Cultural Services funds is expected to increase in all three scenarios in order to keep pace with compensation changes and other mandated costs increases in those funds.
- Based on existing population growth projections, the City expects an average increase of 12.0 police officers per year in order to provide two police officers per 1,000 population. This increase is included in all scenarios.
- Growth in street lighting costs is included in all scenarios - with a \$200,000 increase anticipated each year.

Other Items

- Under a formula established by ordinance, the City previously transferred 100 percent of all equipment and building materials use taxes and 4.0 percent of all other General Fund net operating revenues to the Capital Projects Fund. The General Fund portion of the transfer was reduced to approximately 1.0 percent in 2006 and 2007.
- In Scenario #1, the General Fund Transfer to the Capital projects Fund is expected to increase by one-half percentage point (\$1.0 million) per year through 2011. No increase in this portion of the transfer is included in the other two scenarios.
- Scenario #3 includes an increase in the transfer to the Capital Projects Fund that is attributable to higher use tax revenues incorporated into the optimistic revenue forecast. The transfer gradually rises, reaching a net increase of \$2.0 million in 2011 because of the additional revenue.
- One-time revenues received in 2005 and 2006 have increased the City's General Fund Operating (short-term) reserves. Consequently, 2007 short-term reserves will stand at a level that is equivalent to approximately 3.0 percent of total General Fund revenue (\$7.3 million in 2007).
- The City's long-term reserves will remain at required levels, with the combined amounts in the TABOR and Policy Reserve funds equal to approximately thirteen percent of General Fund revenue.
- Maintaining reserves at these levels will remain an important financial priority, as the purpose of such reserves is to protect against emergencies and provide for long-term financial stability.
- As the City continues to grow, other needs will arise for which funding has not yet been identified – making a larger gap more likely.

**Tables**

The tables on the following pages present the General Fund financial outlook for Scenario #1 – the Baseline Scenario. Although we expect that actual budget circumstances in future years could follow any of the three scenarios presented in this outlook, we chose to present the baseline scenario in the tables because it more fully identifies future costs expected in each department.

The tables include data for the 2005 Actual, the 2006 Projection, the 2007 Adopted Budget, and projections for 2008 through 2011. The first table presents a summary of General Fund revenues, expenditures, and fund balance for each year. The table identifies both the annual surplus or shortfall expected from 2008 through 2011 and the cumulative surplus or shortfall across those years. The tables after the summary provide: estimated future percentage increases applied to various parts of the base budget; a detailed estimate of General Fund base budgets for all City departments in all years of the outlook; listings of amendments to the budget; and potential future adjustments.

**2007 Adopted Budget**
**Financial Outlook Through 2011**

<b>General Fund Financial Outlook Through 2011 - Summary</b>							
<b>Description</b>	<b>2005 Actual</b>	<b>2006 Projection</b>	<b>2007 Adopted</b>	<b>2008 Projected</b>	<b>2009 Projected</b>	<b>2010 Projected</b>	<b>2011 Projected</b>
<b>SOURCES</b>							
Revenues	217,669,458	227,717,328	236,824,839	246,893,631	257,673,822	269,323,691	282,249,002
Transfers	4,407,901	3,527,607	3,210,598	2,981,348	2,961,348	2,961,348	2,961,348
Amendments	-	-	598,320	613,717	634,542	659,238	685,081
Use of Funds Available	6,932,477	350,869	2,090,000	-	-	-	-
Council Revenue Adjustments	-	-	36,000	-	-	-	-
Rounding Adjustments	-	-	-	78	76	84	96
<b>GRAND TOTAL SOURCES</b>	<b>\$229,009,836</b>	<b>\$231,595,804</b>	<b>\$242,759,757</b>	<b>\$250,488,774</b>	<b>\$261,269,788</b>	<b>\$272,944,361</b>	<b>\$285,895,527</b>
<b>USES</b>							
<b>BASE BUDGET</b>							
Regular Civil Salary	47,142,640	58,786,636	62,696,745	64,891,109	67,162,302	69,512,984	71,945,937
Regular Career Salary	39,631,543	44,966,130	50,397,726	52,161,575	53,987,231	55,876,791	57,832,484
Salary Driven Benefits	34,475,913	21,681,377	17,116,721	17,715,471	18,335,535	18,977,287	19,641,502
Non Salary Related Benefits	11,473,653	12,133,682	14,019,405	15,421,228	16,963,355	18,659,700	20,525,689
Temporary Compensation	2,458,913	2,095,092	1,634,494	1,691,680	1,750,874	1,812,150	1,875,583
Overtime Compensation	3,656,036	4,221,956	3,531,454	3,655,036	3,782,947	3,915,350	4,052,393
Special Pay	3,338,056	3,249,663	2,776,360	2,873,395	2,973,926	3,078,003	3,185,774
Allocated Admin-Persl Svcs	(1,934,178)	(2,050,121)	(2,192,061)	(2,268,777)	(2,348,184)	(2,430,371)	(2,515,434)
<b>Subtotal Personal Services</b>	<b>\$140,242,576</b>	<b>\$145,084,415</b>	<b>\$149,980,844</b>	<b>\$156,140,717</b>	<b>\$162,607,986</b>	<b>\$169,401,894</b>	<b>\$176,543,928</b>
Supplies and Services	20,050,783	20,397,767	19,000,023	19,160,843	19,324,805	19,492,126	19,662,789
Utilities	8,118,220	9,507,331	10,118,782	11,333,019	12,692,981	14,216,140	15,922,081
Interfund Charges	9,054,221	10,439,894	11,679,132	13,080,544	14,650,212	16,408,255	18,377,254
Debt Related	306,250	824,326	824,326	824,326	824,326	824,326	824,326
Capital Related	1,431,542	2,569,089	2,283,052	2,283,052	2,283,052	2,283,052	2,283,052
Operating Transfer Out	41,317,891	42,625,566	37,085,669	38,186,658	39,831,811	41,879,220	44,090,768
Contingency	(5,426)	147,416	147,416	147,416	147,416	147,416	147,416
<b>Subtotal Non Personal Services</b>	<b>\$80,273,481</b>	<b>\$86,511,389</b>	<b>\$81,138,400</b>	<b>\$85,015,858</b>	<b>\$89,754,603</b>	<b>\$95,250,535</b>	<b>\$101,307,686</b>
<b>TOTAL BASE BUDGET</b>	<b>\$220,516,057</b>	<b>\$231,595,804</b>	<b>\$231,119,244</b>	<b>\$241,156,575</b>	<b>\$252,362,589</b>	<b>\$264,652,429</b>	<b>\$277,851,614</b>
<b>AMENDMENTS</b>							
Additions	-	-	12,520,316	10,235,352	10,550,743	10,883,475	11,234,802
Reductions	-	-	(689,548)	(396,204)	(412,634)	(429,891)	(448,037)
Council Amendments	-	-	(321,408)	(393,435)	(393,374)	(408,074)	(423,579)
Future Adjustments	-	-	-	13,699,159	17,037,565	21,130,154	24,813,814
<b>GRAND TOTAL USES</b>	<b>\$220,516,057</b>	<b>\$231,595,804</b>	<b>\$242,628,604</b>	<b>\$264,315,447</b>	<b>\$279,144,889</b>	<b>\$295,828,093</b>	<b>\$313,028,614</b>
<b>ANNUAL SURPLUS OR (SHORTFALL)</b>	<b>\$8,493,779</b>	<b>\$0</b>	<b>\$131,153</b>	<b>(\$13,826,673)</b>	<b>(\$17,875,101)</b>	<b>(\$22,883,732)</b>	<b>(\$27,133,087)</b>

## General Fund Financial Outlook Through 2011 - Summary

Description	2005 Actual	2006 Projection	2007 Adopted	2008 Projected	2009 Projected	2010 Projected	2011 Projected
<b>FUND SUMMARY</b>							
Beginning Funds Available	8,000,991	9,562,293	9,211,424	7,252,577	(6,574,096)	(24,449,197)	(47,332,929)
Use of Funds Available	(6,932,477)	(350,869)	(2,090,000)	-	-	-	-
Increase/(Decrease) in Ending Funds Available	8,493,779	-	131,153	(13,826,673)	(17,875,101)	(22,883,732)	(27,133,087)
<b>Cumulative Funds Available or (Shorfall)</b>	<b>\$9,562,293</b>	<b>\$9,211,424</b>	<b>\$7,252,577</b>	<b>(\$6,574,096)</b>	<b>(\$24,449,197)</b>	<b>(\$47,332,929)</b>	<b>(\$74,466,016)</b>

## Estimated Future Percent Growth By Expenditure Class

Assumptions	2007 Adopted	2008 Projected	2009 Projected	2010 Projected	2011 Projected
Regular Civil Salary	N/A	3.50%	3.50%	3.50%	3.50%
Regular Career Salary	N/A	3.50%	3.50%	3.50%	3.50%
Salary Driven Benefits	N/A	3.50%	3.50%	3.50%	3.50%
Non Salary Related Benefits	N/A	10.00%	10.00%	10.00%	10.00%
Temporary Compensation	N/A	3.50%	3.50%	3.50%	3.50%
Overtime Compensation	N/A	3.50%	3.50%	3.50%	3.50%
Special Pay	N/A	3.50%	3.50%	3.50%	3.50%
Allocated Admin-Persl Svcs	N/A	3.50%	3.50%	3.50%	3.50%
Supplies and Services	N/A	0.85%	0.86%	0.87%	0.87%
Utilities	N/A	12.00%	12.00%	12.00%	12.00%
Interfund Charges	N/A	12.00%	12.00%	12.00%	12.00%
Debt Related	N/A	0.00%	0.00%	0.00%	0.00%
Capital Related	N/A	0.00%	0.00%	0.00%	0.00%
Contingency	N/A	0.00%	0.00%	0.00%	0.00%

## General Fund Financial Outlook Through 2011 - Summary

## Estimated Future Percent Growth By Revenue Class

Assumptions	2007 Adopted	2008 Projected	2009 Projected	2010 Projected	2011 Projected
Business License and Permits	N/A	1.86%	2.00%	2.00%	2.00%
Cigarette Tax	N/A	-1.00%	-1.00%	-1.00%	-1.00%
Construction Permits	N/A	3.55%	7.50%	9.60%	9.60%
County Road and Bridge Tax	N/A	5.00%	5.00%	5.00%	5.00%
External Charges for Services	N/A	3.00%	3.00%	3.00%	3.00%
Fines & Forfeitures	N/A	4.00%	4.00%	4.00%	4.00%
Franchise Taxes	N/A	4.50%	4.50%	4.50%	4.50%
Highway Users Tax	N/A	3.00%	3.00%	3.00%	3.00%
Intergovernmental Revenues	N/A	3.00%	3.00%	3.00%	3.00%
Internal Charges for Services	N/A	1.83%	1.85%	1.87%	1.87%
Investment Income	N/A	3.00%	3.00%	3.00%	3.00%
Lodgers Tax	N/A	2.00%	2.00%	2.00%	2.00%
Miscellaneous Revenues	N/A	1.00%	1.00%	1.00%	1.00%
Motor Vehicle Fees	N/A	4.60%	4.50%	4.00%	4.00%
Occupational Privilege Tax	N/A	2.00%	2.00%	2.00%	2.00%
Operating Transfers In	N/A	-7.14%	-0.67%	0.00%	0.00%
Other Taxes	N/A	3.50%	3.00%	3.00%	3.00%
Property Taxes	N/A	4.90%	4.90%	4.85%	4.85%
Sales Taxes	N/A	4.60%	4.30%	4.30%	4.30%
Specific Ownership Tax	N/A	3.50%	3.50%	3.50%	3.50%
Tax Audit Revenue	N/A	3.00%	3.00%	3.00%	3.00%
Use tax-Automobiles	N/A	4.00%	4.00%	4.00%	4.00%
Use tax-Building Materials	N/A	3.55%	7.50%	9.60%	9.60%
Use tax-Other	N/A	5.80%	5.80%	5.90%	5.90%

## General Fund Financial Outlook Through 2011 - Department Detail

Department Name	2005 Actual	2006 Projection	2007 Adopted	2008 Projected	2009 Projected	2010 Projected	2011 Projected
<b>City Attorney</b>							
Regular Career Salary	2,440,482	3,352,438	3,125,354	3,234,740	3,347,956	3,465,135	3,586,414
Salary Driven Benefits	956,552	532,937	547,857	567,027	586,874	607,415	628,673
Non Salary Related Benefits	264,568	327,060	337,827	371,608	408,768	449,645	494,610
Temporary Compensation	80,261	-	-	-	-	-	-
Overtime Compensation	52,440	-	-	-	-	-	-
Special Pay	70,070	59,922	63,325	65,538	67,831	70,205	72,663
Allocated Admin-Persl Svcs	-	(137,582)	(163,465)	(169,186)	(175,107)	(181,236)	(187,579)
Supplies and Services	323,706	220,359	250,073	251,029	252,004	252,998	254,013
Interfund Charges	25,700	25,700	31,414	35,183	39,405	44,134	49,430
Additions	-	-	361,019	372,010	383,439	395,320	407,678
<b>Subtotal</b>	<b>\$4,213,779</b>	<b>\$4,380,834</b>	<b>\$4,553,404</b>	<b>\$4,727,949</b>	<b>\$4,911,170</b>	<b>\$5,103,616</b>	<b>\$5,305,902</b>
<b>City Council</b>							
Regular Career Salary	256,576	271,404	261,399	270,547	280,016	289,816	299,961
Salary Driven Benefits	27,730	16,765	15,506	16,046	16,609	17,190	17,791
Non Salary Related Benefits	65,102	74,409	94,277	103,703	114,074	125,481	138,030
Temporary Compensation	1,381	11,711	1,411	1,460	1,511	1,564	1,619
Special Pay	122,797	130,477	142,394	147,377	152,535	157,873	163,399
Supplies and Services	380,107	302,558	291,883	292,093	292,306	292,525	292,747
Interfund Charges	4,399	4,399	5,377	6,022	6,744	7,554	8,460
Operating Transfer Out	1,000	1,000	2,000	2,000	2,000	2,000	2,000
Contingency	-	57,416	57,416	57,416	57,416	57,416	57,416
Additions	-	-	87,469	89,952	92,523	95,183	97,937
Future Adjustments	-	-	-	141,344	141,344	141,344	141,344
<b>Subtotal</b>	<b>\$859,092</b>	<b>\$870,139</b>	<b>\$959,132</b>	<b>\$1,127,960</b>	<b>\$1,157,078</b>	<b>\$1,187,946</b>	<b>\$1,220,704</b>
<b>Civil Service Commission</b>							
Regular Career Salary	164,233	185,371	202,633	209,725	217,065	224,662	232,526
Salary Driven Benefits	48,282	38,851	28,421	29,413	30,442	31,508	32,612
Non Salary Related Benefits	15,595	17,161	20,900	22,989	25,288	27,817	30,598
Temporary Compensation	18,799	21,476	24,100	24,943	25,814	26,718	27,654
Overtime Compensation	816	2,021	1,200	1,242	1,285	1,330	1,377
Special Pay	7,450	1,500	8,000	8,280	8,569	8,869	9,180
Supplies and Services	236,141	194,180	203,902	203,962	204,022	204,084	204,148
Interfund Charges	38,087	38,087	46,555	52,141	58,398	65,406	73,255
<b>Subtotal</b>	<b>\$529,403</b>	<b>\$498,647</b>	<b>\$535,711</b>	<b>\$552,695</b>	<b>\$570,883</b>	<b>\$590,394</b>	<b>\$611,350</b>

## General Fund Financial Outlook Through 2011 - Department Detail

Department Name	2005 Actual	2006 Projection	2007 Adopted	2008 Projected	2009 Projected	2010 Projected	2011 Projected
<b>Court Administration</b>							
Regular Career Salary	3,300,257	3,638,185	4,003,049	4,143,152	4,288,163	4,438,250	4,593,588
Salary Driven Benefits	1,075,786	793,049	573,736	593,801	614,586	636,099	658,363
Non Salary Related Benefits	507,046	510,908	638,539	702,388	772,627	849,890	934,880
Temporary Compensation	70,293	105,625	25,600	26,495	27,423	28,382	29,376
Overtime Compensation	70,560	8,375	63,800	66,032	68,342	70,734	73,210
Special Pay	48,635	63,002	39,714	41,099	42,534	44,023	45,565
Supplies and Services	740,011	769,096	775,157	778,581	782,070	785,632	789,265
Interfund Charges	303,157	304,648	369,611	413,962	463,639	519,275	581,588
Capital Related	13,296	54,626	3,000	3,000	3,000	3,000	3,000
Additions	-	-	184,587	189,025	193,673	198,539	203,639
<b>Subtotal</b>	<b>\$6,129,041</b>	<b>\$6,247,514</b>	<b>\$6,676,793</b>	<b>\$6,957,535</b>	<b>\$7,256,057</b>	<b>\$7,573,824</b>	<b>\$7,912,474</b>
<b>Development Services</b>							
Regular Career Salary	483,865	435,518	520,057	538,257	557,096	576,595	596,776
Salary Driven Benefits	172,260	85,969	77,059	79,748	82,542	85,430	88,418
Non Salary Related Benefits	46,768	51,805	54,350	59,782	65,760	72,337	79,571
Temporary Compensation	962	1,200	1,200	1,242	1,285	1,330	1,377
Overtime Compensation	342	-	-	-	-	-	-
Special Pay	5,453	26,675	6,813	7,050	7,297	7,552	7,817
Supplies and Services	141,169	107,869	109,914	110,187	110,464	110,748	111,037
Interfund Charges	16,669	16,669	20,375	22,820	25,558	28,625	32,060
Additions	-	-	62,000	64,170	66,415	68,740	71,146
Future Adjustments	-	-	-	117,000	117,000	117,000	117,000
<b>Subtotal</b>	<b>\$867,488</b>	<b>\$725,705</b>	<b>\$851,768</b>	<b>\$1,000,256</b>	<b>\$1,033,417</b>	<b>\$1,068,357</b>	<b>\$1,105,202</b>
<b>Finance</b>							
Regular Career Salary	2,417,748	2,953,769	3,142,080	3,252,050	3,365,871	3,483,678	3,605,606
Salary Driven Benefits	767,456	410,082	442,994	458,484	474,534	491,145	508,332
Non Salary Related Benefits	296,853	339,531	410,126	451,133	496,246	545,874	600,460
Temporary Compensation	69,130	64,820	-	-	-	-	-
Overtime Compensation	1,967	9,700	9,700	10,038	10,389	10,752	11,129
Special Pay	63,376	37,950	11,533	11,933	12,350	12,782	13,230
Allocated Admin-Persl Svcs	(85,113)	(89,371)	(102,799)	(106,396)	(110,120)	(113,975)	(117,964)
Supplies and Services	976,182	726,205	764,407	765,647	766,909	768,200	769,517
Interfund Charges	42,557	42,838	52,412	58,699	65,744	73,633	82,470
Additions	-	-	423,429	419,867	433,829	448,452	463,772
Future Adjustments	-	-	-	75,342	75,342	75,342	75,342
<b>Subtotal</b>	<b>\$4,550,156</b>	<b>\$4,495,524</b>	<b>\$5,153,882</b>	<b>\$5,396,797</b>	<b>\$5,591,094</b>	<b>\$5,795,883</b>	<b>\$6,011,894</b>

## General Fund Financial Outlook Through 2011 - Department Detail

Department Name	2005 Actual	2006 Projection	2007 Adopted	2008 Projected	2009 Projected	2010 Projected	2011 Projected
<b>Fire</b>							
Regular Civil Salary	15,456,474	18,464,590	19,810,817	20,504,190	21,221,838	21,964,603	22,733,364
Regular Career Salary	768,123	778,198	791,847	819,558	848,244	877,933	908,660
Salary Driven Benefits	5,080,644	3,467,264	2,410,759	2,495,115	2,582,443	2,672,829	2,766,379
Non Salary Related Benefits	2,328,136	2,535,827	2,738,478	3,012,318	3,313,548	3,644,906	4,009,399
Temporary Compensation	2,062	31,400	-	-	-	-	-
Overtime Compensation	741,329	828,914	705,367	730,053	755,601	782,047	809,422
Special Pay	668,130	773,886	661,464	684,603	708,562	733,358	759,029
Allocated Admin-Persl Svcs	(43,319)	-	-	-	-	-	-
Supplies and Services	1,169,327	1,154,180	1,098,236	1,111,587	1,125,199	1,139,088	1,153,257
Utilities	402,179	410,790	472,595	529,304	592,822	663,960	743,636
Interfund Charges	1,181,107	1,439,591	1,616,990	1,811,019	2,028,342	2,271,746	2,544,357
Capital Related	102,029	52,045	60,950	60,950	60,950	60,950	60,950
Additions	-	-	1,577,916	1,631,159	1,699,296	1,771,203	1,847,160
Reductions	-	-	(75,929)	(78,877)	(81,959)	(85,179)	(88,549)
Future Adjustments	-	-	-	1,458,985	1,458,985	1,458,985	1,458,985
<b>Subtotal</b>	<b>\$27,856,221</b>	<b>\$29,936,685</b>	<b>\$31,869,490</b>	<b>\$34,769,964</b>	<b>\$36,313,871</b>	<b>\$37,956,429</b>	<b>\$39,706,049</b>
<b>General Management</b>							
Regular Career Salary	3,539,859	3,697,145	4,117,003	4,261,091	4,410,227	4,564,588	4,724,349
Salary Driven Benefits	1,108,161	824,121	615,004	636,491	658,766	681,824	705,691
Non Salary Related Benefits	406,482	417,113	512,702	563,959	620,352	682,390	750,633
Temporary Compensation	358,006	304,327	269,217	278,637	288,387	298,479	308,926
Overtime Compensation	64,885	73,375	67,800	70,173	72,627	75,170	77,801
Special Pay	141,016	91,713	51,570	53,366	55,230	57,166	59,165
Allocated Admin-Persl Svcs	(727,118)	(668,945)	(704,034)	(728,673)	(754,176)	(780,574)	(807,894)
Supplies and Services	3,216,105	2,919,378	2,872,523	2,884,773	2,897,257	2,910,000	2,922,998
Utilities	1,765,106	2,205,329	2,248,852	2,518,711	2,820,957	3,159,472	3,538,610
Interfund Charges	93,706	99,440	114,956	128,745	144,192	161,497	180,880
Debt Related	306,250	824,326	824,326	824,326	824,326	824,326	824,326
Capital Related	1,008,045	1,961,500	1,961,500	1,961,500	1,961,500	1,961,500	1,961,500
Operating Transfer Out	300,150	291,213	291,213	291,213	291,213	291,213	291,213
Additions	-	-	2,670,993	556,982	556,002	554,527	552,474
Council Amendments	-	-	82,000	62,000	62,000	62,000	62,000
Future Adjustments	-	-	-	578,984	578,984	587,984	578,984
<b>Subtotal</b>	<b>\$11,580,653</b>	<b>\$13,040,035</b>	<b>\$15,995,625</b>	<b>\$14,942,278</b>	<b>\$15,487,844</b>	<b>\$16,091,562</b>	<b>\$16,731,656</b>

## General Fund Financial Outlook Through 2011 - Department Detail

Department Name	2005 Actual	2006 Projection	2007 Adopted	2008 Projected	2009 Projected	2010 Projected	2011 Projected
<b>Human Resources</b>							
Regular Career Salary	696,823	710,429	800,291	828,299	857,289	887,295	918,350
Salary Driven Benefits	231,738	152,076	111,524	115,419	119,458	123,638	127,967
Non Salary Related Benefits	88,168	76,371	92,182	101,398	111,536	122,690	134,961
Overtime Compensation	168	-	-	-	-	-	-
Special Pay	60,688	8,680	8,721	9,022	9,337	9,664	10,005
Supplies and Services	236,035	538,922	244,242	244,819	245,405	246,008	246,621
Interfund Charges	9,149	9,921	12,876	14,419	16,151	18,088	20,259
Additions	-	-	104,000	104,000	104,000	104,000	104,000
Council Amendments	-	-	50,000	51,750	53,561	55,435	57,376
Future Adjustments	-	-	-	47,500	47,500	47,500	47,500
<b>Subtotal</b>	<b>\$1,322,769</b>	<b>\$1,496,399</b>	<b>\$1,423,836</b>	<b>\$1,516,626</b>	<b>\$1,564,237</b>	<b>\$1,614,318</b>	<b>\$1,667,039</b>
<b>Information Technology</b>							
Regular Career Salary	2,225,495	2,195,325	2,547,322	2,636,475	2,728,752	2,824,258	2,923,108
Salary Driven Benefits	749,971	462,125	353,372	365,729	378,527	391,777	405,488
Non Salary Related Benefits	224,808	208,362	258,721	284,589	313,047	344,352	378,788
Temporary Compensation	67,723	667	-	-	-	-	-
Overtime Compensation	20,161	17,071	8,700	9,004	9,319	9,644	9,982
Special Pay	24,901	90,298	57,941	59,964	62,059	64,233	66,481
Supplies and Services	2,716,895	3,092,269	3,020,251	3,032,247	3,044,480	3,056,964	3,069,695
Utilities	3,235	6,864	4,606	5,158	5,776	6,470	7,247
Interfund Charges	15,972	17,500	20,463	22,917	25,666	28,748	32,198
Capital Related	5,466	45,000	115,202	115,202	115,202	115,202	115,202
Additions	-	-	396,237	489,846	502,847	516,500	530,848
Future Adjustments	-	-	-	130,000	130,000	130,000	130,000
<b>Subtotal</b>	<b>\$6,054,627</b>	<b>\$6,135,481</b>	<b>\$6,782,815</b>	<b>\$7,151,131</b>	<b>\$7,315,675</b>	<b>\$7,488,148</b>	<b>\$7,669,037</b>
<b>Judicial</b>							
Regular Career Salary	885,032	1,046,025	1,219,930	1,262,624	1,306,816	1,352,555	1,399,896
Salary Driven Benefits	310,933	254,286	205,621	212,810	220,259	227,969	235,946
Non Salary Related Benefits	83,055	90,006	136,941	150,633	165,696	182,265	200,493
Temporary Compensation	323,364	327,869	238,103	246,435	255,060	263,985	273,226
Special Pay	8,688	5,130	11,112	11,497	11,899	12,315	12,749
Supplies and Services	75,569	103,716	55,546	55,943	56,347	56,761	57,183
Interfund Charges	4,395	4,600	5,372	6,016	6,738	7,547	8,452
Additions	-	-	176,983	183,177	189,588	196,224	203,092
<b>Subtotal</b>	<b>\$1,691,036</b>	<b>\$1,831,632</b>	<b>\$2,049,608</b>	<b>\$2,129,135</b>	<b>\$2,212,403</b>	<b>\$2,299,621</b>	<b>\$2,391,037</b>

## General Fund Financial Outlook Through 2011 - Department Detail

Department Name	2005 Actual	2006 Projection	2007 Adopted	2008 Projected	2009 Projected	2010 Projected	2011 Projected
<b>Library, Rec &amp; Cultural Svcs</b>							
Regular Career Salary	2,586,262	2,661,823	3,008,012	3,113,283	3,222,249	3,335,028	3,451,754
Salary Driven Benefits	869,547	564,855	428,473	443,433	458,955	475,018	491,649
Non Salary Related Benefits	375,034	355,857	431,540	474,682	522,149	574,366	631,807
Temporary Compensation	243,222	209,988	179,005	185,264	191,741	198,452	205,400
Overtime Compensation	3,621	6,413	-	-	-	-	-
Special Pay	109,365	19,759	19,882	20,570	21,289	22,034	22,809
Supplies and Services	1,485,347	1,467,902	1,409,317	1,430,658	1,452,421	1,474,624	1,497,269
Utilities	5,180	8,592	12,185	13,645	15,282	17,115	19,169
Interfund Charges	75,054	80,528	90,103	100,914	113,023	126,585	141,776
Capital Related	200	286	-	-	-	-	-
Operating Transfer Out	6,012,628	5,861,705	6,283,296	6,283,296	6,283,296	6,283,296	6,283,296
Additions	-	-	838,155	855,064	872,792	891,390	910,922
Reductions	-	-	(308,987)	-	-	-	-
Future Adjustments	-	-	-	977,933	1,327,933	1,677,933	2,027,933
<b>Subtotal</b>	<b>\$11,765,460</b>	<b>\$11,237,708</b>	<b>\$12,390,981</b>	<b>\$13,898,742</b>	<b>\$14,481,130</b>	<b>\$15,075,841</b>	<b>\$15,683,784</b>
<b>Neighborhood Services</b>							
Regular Career Salary	1,994,757	2,209,671	2,340,703	2,422,623	2,507,415	2,595,175	2,686,007
Salary Driven Benefits	745,805	461,713	332,160	343,774	355,800	368,258	381,147
Non Salary Related Benefits	297,066	278,618	339,116	373,023	410,325	451,356	496,494
Temporary Compensation	65,501	33,995	21,000	21,734	22,494	23,281	24,097
Overtime Compensation	13,526	1,098	15,951	16,508	17,086	17,683	18,303
Special Pay	28,866	23,520	24,595	25,451	26,341	27,263	28,218
Supplies and Services	740,252	658,462	192,542	194,022	195,527	197,067	198,637
Interfund Charges	75,597	82,142	95,040	106,441	119,215	133,519	149,544
Additions	-	-	150,405	154,764	159,361	164,206	169,318
Future Adjustments	-	-	-	819,764	819,764	819,764	819,764
<b>Subtotal</b>	<b>\$3,961,370</b>	<b>\$3,749,219</b>	<b>\$3,511,512</b>	<b>\$4,478,104</b>	<b>\$4,633,328</b>	<b>\$4,797,572</b>	<b>\$4,971,529</b>

## General Fund Financial Outlook Through 2011 - Department Detail

Department Name	2005 Actual	2006 Projection	2007 Adopted	2008 Projected	2009 Projected	2010 Projected	2011 Projected
<b>Non-Departmental</b>							
Regular Civil Salary	93,458	-	-	-	-	-	-
Regular Career Salary	3,102	194,350	2,038,402	2,109,746	2,183,587	2,260,012	2,339,113
Salary Driven Benefits	5,004,433	5,043,954	2,733,765	2,829,445	2,928,476	3,030,974	3,137,058
Non Salary Related Benefits	-	15	-	-	-	-	-
Temporary Compensation	5,465	4,500	4,500	4,657	4,820	4,988	5,163
Overtime Compensation	361,623	484,600	484,600	501,561	519,115	537,284	556,089
Special Pay	38,349	119,910	119,910	124,106	128,450	132,946	137,599
Supplies and Services	858,517	1,079,142	1,073,906	1,093,360	1,113,202	1,133,442	1,154,087
Interfund Charges	100,175	118,253	139,434	156,165	174,906	195,893	219,401
Capital Related	49,296	50,000	50,000	50,000	50,000	50,000	50,000
Operating Transfer Out	35,004,113	36,411,648	30,509,160	31,610,149	33,255,302	35,302,711	37,514,259
Contingency	-	90,000	90,000	90,000	90,000	90,000	90,000
Additions	-	-	974,765	978,265	981,887	985,636	989,517
Council Amendments	-	-	(163,345)	(165,562)	(167,856)	(170,231)	(172,689)
Future Adjustments	-	-	-	2,764,179	3,290,336	4,352,573	4,796,798
<b>Subtotal</b>	<b>\$41,518,531</b>	<b>\$43,596,372</b>	<b>\$38,055,097</b>	<b>\$42,146,071</b>	<b>\$44,552,225</b>	<b>\$47,906,228</b>	<b>\$50,816,395</b>
<b>Parks &amp; Open Space</b>							
Regular Career Salary	4,367,978	4,993,033	5,422,379	5,612,155	5,808,580	6,011,881	6,222,296
Salary Driven Benefits	1,598,812	691,601	652,022	674,803	698,429	722,875	748,174
Non Salary Related Benefits	690,934	689,413	820,540	902,579	992,840	1,092,125	1,201,337
Temporary Compensation	946,582	764,414	777,498	804,704	832,867	862,019	892,189
Overtime Compensation	221,582	148,100	121,092	125,329	129,712	134,253	138,952
Special Pay	92,686	122,689	57,485	59,484	61,564	63,719	65,955
Allocated Admin-Persl Svcs	(145,000)	(147,645)	(153,772)	(159,154)	(164,724)	(170,489)	(176,456)
Supplies and Services	1,723,524	1,391,490	1,195,335	1,211,502	1,227,988	1,244,811	1,261,971
Utilities	2,173,519	2,688,384	2,985,757	3,344,041	3,745,325	4,194,765	4,698,138
Interfund Charges	998,409	1,091,415	1,322,559	1,481,254	1,659,003	1,858,090	2,081,059
Capital Related	56,413	90,400	46,400	46,400	46,400	46,400	46,400
Operating Transfer Out	-	60,000	-	-	-	-	-
Contingency	(5,426)	-	-	-	-	-	-
Additions	-	-	1,066,793	1,013,093	1,055,841	1,101,470	1,150,237
Reductions	-	-	(304,632)	(317,327)	(330,675)	(344,712)	(359,488)
Council Amendments	-	-	(126,658)	(127,672)	(133,177)	(138,990)	(145,129)
Future Adjustments	-	-	-	1,905,903	1,905,903	1,905,903	1,905,903
<b>Subtotal</b>	<b>\$12,720,013</b>	<b>\$12,583,294</b>	<b>\$13,882,798</b>	<b>\$16,577,094</b>	<b>\$17,535,876</b>	<b>\$18,584,120</b>	<b>\$19,731,538</b>

## General Fund Financial Outlook Through 2011 - Department Detail

Department Name	2005 Actual	2006 Projection	2007 Adopted	2008 Projected	2009 Projected	2010 Projected	2011 Projected
<b>Planning</b>							
Regular Career Salary	757,939	746,031	794,081	821,872	850,638	880,410	911,225
Salary Driven Benefits	232,231	151,441	110,559	114,423	118,429	122,573	126,865
Non Salary Related Benefits	69,682	72,903	82,177	90,393	99,433	109,375	120,314
Temporary Compensation	7,202	97	-	-	-	-	-
Special Pay	13,477	5,219	8,569	8,866	9,177	9,498	9,830
Supplies and Services	177,189	203,653	158,774	159,068	159,367	159,672	159,984
Interfund Charges	5,156	8,384	5,454	6,107	6,840	7,661	8,580
Additions	-	-	108,983	105,461	109,111	112,945	116,975
Council Amendments	-	-	(108,983)	(105,461)	(109,111)	(112,945)	(116,975)
Future Adjustments	-	-	-	300,726	300,726	300,726	300,726
<b>Subtotal</b>	<b>\$1,262,876</b>	<b>\$1,187,728</b>	<b>\$1,159,614</b>	<b>\$1,501,455</b>	<b>\$1,544,610</b>	<b>\$1,589,915</b>	<b>\$1,637,524</b>
<b>Police</b>							
Regular Civil Salary	31,592,708	40,322,046	42,885,928	44,386,919	45,940,464	47,548,381	49,212,573
Regular Career Salary	4,162,913	4,714,399	4,931,461	5,104,052	5,282,693	5,467,587	5,658,951
Salary Driven Benefits	12,319,720	5,602,406	5,893,911	6,100,120	6,313,636	6,534,610	6,763,327
Non Salary Related Benefits	4,436,562	4,744,535	5,436,953	5,980,623	6,578,692	7,236,558	7,960,217
Temporary Compensation	66,106	66,734	-	-	-	-	-
Overtime Compensation	1,571,933	2,070,731	1,672,349	1,730,874	1,791,454	1,854,154	1,919,048
Special Pay	1,506,007	1,462,908	1,345,654	1,392,702	1,441,434	1,491,876	1,544,105
Allocated Admin-Persl Svcs	(38,628)	-	-	-	-	-	-
Supplies and Services	2,541,650	2,979,663	2,628,426	2,650,808	2,673,620	2,696,904	2,720,651
Utilities	56	318	70	78	87	98	110
Interfund Charges	4,080,084	4,674,054	5,449,413	6,103,317	6,835,717	7,656,007	8,574,728
Capital Related	148,398	266,479	-	-	-	-	-
Additions	-	-	1,264,853	947,708	979,655	1,013,352	1,048,916
Council Amendments	-	-	36,000	-	-	-	-
Future Adjustments	-	-	-	2,860,511	5,074,760	7,441,472	9,968,605
<b>Subtotal</b>	<b>\$62,387,509</b>	<b>\$66,904,273</b>	<b>\$71,545,018</b>	<b>\$77,257,712</b>	<b>\$82,912,212</b>	<b>\$88,940,999</b>	<b>\$95,371,231</b>

## General Fund Financial Outlook Through 2011 - Department Detail

Department Name	2005 Actual	2006 Projection	2007 Adopted	2008 Projected	2009 Projected	2010 Projected	2011 Projected
<b>Public Defender</b>							
Regular Career Salary	306,881	409,392	413,923	428,409	443,404	458,923	474,986
Salary Driven Benefits	90,833	58,366	58,612	60,661	62,783	64,983	67,255
Non Salary Related Benefits	44,227	57,327	61,876	68,062	74,869	82,356	90,592
Temporary Compensation	13,107	-	-	-	-	-	-
Special Pay	3,243	-	-	-	-	-	-
Supplies and Services	49,294	46,684	46,694	46,944	47,199	47,460	47,726
Interfund Charges	4,395	4,395	5,372	6,016	6,738	7,547	8,452
Additions	-	-	2,500	2,500	2,500	2,500	2,500
Future Adjustments	-	-	-	41,031	41,031	41,031	41,031
<b>Subtotal</b>	<b>\$511,980</b>	<b>\$576,164</b>	<b>\$588,977</b>	<b>\$653,623</b>	<b>\$678,524</b>	<b>\$704,800</b>	<b>\$732,542</b>
<b>Public Safety Communications Center</b>							
Regular Career Salary	2,129,158	2,695,947	2,884,616	2,985,577	3,090,072	3,198,225	3,310,163
Salary Driven Benefits	843,057	572,024	402,187	416,260	430,830	445,908	461,516
Non Salary Related Benefits	319,920	363,480	413,137	454,449	499,895	549,884	604,872
Temporary Compensation	44,845	17,188	13,200	13,662	14,139	14,633	15,146
Overtime Compensation	422,740	457,100	258,500	267,547	276,909	286,602	296,633
Special Pay	54,586	98,583	28,904	29,915	30,959	32,043	33,166
Supplies and Services	81,084	23,913	35,506	35,860	36,221	36,589	36,964
Interfund Charges	7,400	4,297	2,669	2,988	3,347	3,749	4,199
Capital Related	20,496	-	-	-	-	-	-
Additions	-	-	1,176,757	1,214,712	1,265,061	1,317,957	1,373,566
<b>Subtotal</b>	<b>\$3,923,286</b>	<b>\$4,232,532</b>	<b>\$5,215,476</b>	<b>\$5,420,970</b>	<b>\$5,647,433</b>	<b>\$5,885,590</b>	<b>\$6,136,225</b>

General Fund Financial Outlook Through 2011 - Department Detail								
Department Name	2005 Actual	2006 Projection	2007 Adopted	2008 Projected	2009 Projected	2010 Projected	2011 Projected	
<b>Public Works</b>								
Regular Career Salary	6,144,060	7,077,677	7,833,184	8,107,340	8,391,098	8,684,785	8,988,755	
Salary Driven Benefits	2,241,962	1,497,492	1,123,179	1,162,469	1,203,157	1,245,264	1,288,851	
Non Salary Related Benefits	913,647	922,981	1,139,023	1,252,917	1,378,210	1,516,033	1,667,633	
Temporary Compensation	74,902	129,081	79,660	82,447	85,333	88,319	91,410	
Overtime Compensation	108,343	114,458	122,395	126,675	131,108	135,697	140,447	
Special Pay	270,273	107,842	108,774	112,572	116,509	120,584	124,809	
Allocated Admin-Persl Svcs	(895,000)	(1,006,578)	(1,067,991)	(1,105,368)	(1,144,057)	(1,184,097)	(1,225,541)	
Supplies and Services	2,182,679	2,418,126	2,573,389	2,607,753	2,642,797	2,678,549	2,715,019	
Utilities	3,768,945	4,187,054	4,394,717	4,922,082	5,512,732	6,174,260	6,915,171	
Interfund Charges	1,973,053	2,373,033	2,272,687	2,545,399	2,850,846	3,192,951	3,576,106	
Capital Related	27,903	48,753	46,000	46,000	46,000	46,000	46,000	
Additions	-	-	892,472	863,597	902,923	945,331	991,105	
Council Amendments	-	-	(90,422)	(94,490)	(98,791)	(103,343)	(108,162)	
Future Adjustments	-	-	-	1,479,957	1,727,957	2,032,597	2,403,899	
<b>Subtotal</b>	<b>\$16,810,767</b>	<b>\$17,869,919</b>	<b>\$19,427,067</b>	<b>\$22,109,350</b>	<b>\$23,745,822</b>	<b>\$25,572,930</b>	<b>\$27,615,502</b>	
<b>GRAND TOTAL</b>	<b>\$220,516,057</b>	<b>\$231,595,804</b>	<b>\$242,628,604</b>	<b>\$264,315,447</b>	<b>\$279,144,889</b>	<b>\$295,828,093</b>	<b>\$313,028,614</b>	

General Fund Financial Outlook Through 2011 - Summary of Additions						
Department	Description	2007 Adopted	2008 Projected	2009 Projected	2010 Projected	2011 Projected
City Attorney	Salary increases, 1.0 FTE Victim Liaison, and operating expenses.	361,019	372,010	383,439	395,320	407,678
City Council	Blue Ribbon Panel Council project coordinator, Council support coordinator, increase annual dues for U.S. Conference of Mayors.	87,469	89,952	92,523	95,183	97,937
Court Administration	New FTE for first appearance center, increased fees for interpreters, eliminate vacancy savings target, and additional funding for Interactive Voice Response (IVR) system.	184,587	189,025	193,673	198,539	203,639
Development Services	Business development specialist contract position.	62,000	64,170	66,415	68,740	71,146
Finance	Three additional tax auditors, adjustment of external audit fee, additional training for accountants, budget temp staff and professional services, financial assistant contract position and accounting technician contract position paid by Aurora Water.	423,429	419,867	433,829	448,452	463,772
Fire	Fire Stations 14 (EMS) and 15 full year funding, emergency medical technician training.	1,577,916	1,631,159	1,699,296	1,771,203	1,847,160
General Management	Includes \$2.1 million of additional funding for fleet replacement, 1.0 FTE for a Courier II position, funding for maintenance at new City facilities, new campaign finance reporting software, new county document submission system, additional internal audit training and supplies, temporary energy conservation engineer paid for by energy cost savings, senior internal auditor and additional funding for Aurora Water buildings at Central, both paid by Aurora Water.	2,670,993	556,982	556,002	554,527	552,474
Human Resources	Nationwide background checks for all new hire employees.	104,000	104,000	104,000	104,000	104,000
Information Technology	Hardware/software maintenance contracts, Desktop Configuration Administrator, Programmer/Analyst II, transfer of Business Systems Administrator from Fire, Senior Utility Billing System Analyst paid by Aurora Water.	396,237	489,846	502,847	516,500	530,848
Judicial	Restore vacancy savings.	176,983	183,177	189,588	196,224	203,092
Library, Rec & Cultural Svcs	Partial restoration of Library public hours, restore \$200,000 of \$500,000 bookstock cut, Recreation Division equipment replacement and temporary hours, transfer of North Aurora Special Events Coordinator, restoration of temporary hours, Utah Pool natural gas, restore shortfall from 2005 merger of Historic Sites and Aurora History Museum, restore Parklane Pool, armed security guard for Martin Luther King Library.	838,155	855,064	872,792	891,390	910,922
Neighborhood Services	Transfer of Code Enforcement FTE and Original Aurora Renewal FTE from CDBG to General Fund, increase animal care budget.	150,405	154,764	159,361	164,206	169,318
Non-Departmental	Increased Police and TABOR Reserve Fund transfer, restore Visitors Promotion Advisory Board transfer, reinstitute contingency, funding for employee bonus plan.	974,765	978,265	981,887	985,636	989,517
Parks & Open Space	Additional operating expenses (FTE, supplies, utilities) for new park properties, two Ranger Patrol FTE, additional landscape architects, Aurora Reservoir Weekend Manager, Trail Ranger/Volunteer, maintenance of turf at water drainage channels, additional supplies and admin support.	1,066,793	1,013,093	1,055,841	1,101,470	1,150,237
Planning	Socioeconomic analyst and related operating costs.	108,983	105,461	109,111	112,945	116,975

**General Fund Financial Outlook Through 2011 - Summary of Additions**

Department	Description	2007 Adopted	2008 Projected	2009 Projected	2010 Projected	2011 Projected
Police	Six new 2/1000 officers and equipment, three new overhire officers and equipment, one Firearms Examiner FTE, two Crime Scene Investigators, one vehicle impound assistant FTE, one systems coordinator FTE, additional appropriation for annual Occupational Safety and Health Administration (OSHA) standard medical screening, Juvenile Accountability Block Grant, budget for medical payments for injured persons, additional recruitment unit travel, and crime lab section accreditation.	1,264,853	947,708	979,655	1,013,352	1,048,916
Public Defender	Additional training and copying costs.	2,500	2,500	2,500	2,500	2,500
Public Safety Communications Center	Additional Public Safety Communications Center staff, salary increases, and accreditation costs.	1,176,757	1,214,712	1,265,061	1,317,957	1,373,566
Public Works	Additional staff for street maintenance, public improvement inspections, and street sweeping, additional equipment for street services and engineering services, street lighting electricity growth, public improvement inspections overtime, software and staff training, land acquisitions manager.	892,472	863,597	902,923	945,331	991,105
<b>Total Additions</b>		<b>\$12,520,316</b>	<b>\$10,235,352</b>	<b>\$10,550,743</b>	<b>\$10,883,475</b>	<b>\$11,234,802</b>

**General Fund Financial Outlook Through 2011 - Summary of Reductions**

Department	Description	2007 Adopted	2008 Projected	2009 Projected	2010 Projected	2011 Projected
Fire	Transfer of the Business Systems Administrator to Information Technology.	(75,929)	(78,877)	(81,959)	(85,179)	(88,549)
Library, Rec & Cultural Svcs	Decreased subsidy.	(308,987)	-	-	-	-
Parks & Open Space	Transfer of open space admin function from General Fund to Arapahoe County Open Space Fund and transfer of Arapahoe County operations and maintenance from General Fund to Designated Revenue Fund.	(304,632)	(317,327)	(330,675)	(344,712)	(359,488)
<b>Total Reductions</b>		<b>(\$689,548)</b>	<b>(\$396,204)</b>	<b>(\$412,634)</b>	<b>(\$429,891)</b>	<b>(\$448,037)</b>

**General Fund Financial Outlook Through 2011 - Summary of Council Adjustments**

Department	Description	2007 Adopted	2008 Projected	2009 Projected	2010 Projected	2011 Projected
General Management	Increase of funding for the federal transportation lobbying contract and the movement of the Dutch Mill to the Central Maintenance Facility.	82,000	62,000	62,000	62,000	62,000
Human Resources	Restoration of the Second Language Employee incentive program.	50,000	51,750	53,561	55,435	57,376
Non-Departmental	Decrease of the compensation reserve for vacancy savings and elimination of the contingency for unforeseen budget needs.	(163,345)	(165,562)	(167,856)	(170,231)	(172,689)
Parks & Open Space	Reduction of one proposed add for a Park Ranger and removal of the General Fund portion of the conversion of a contract Landscape Architect to a regular FTE.	(126,658)	(127,672)	(133,177)	(138,990)	(145,129)
Planning	Movement of the proposed add for a Socio-Economic Analyst and related operating costs from the General Fund to the Development Review Fund.	(108,983)	(105,461)	(109,111)	(112,945)	(116,975)
Police	Additional funding for recruitment bonuses to be offset by a transfer of interest earnings from the Emergency Contingency Fund.	36,000	-	-	-	-

General Fund Financial Outlook Through 2011 - Summary of Council Adjustments						
Department	Description	2007 Adopted	2008 Projected	2009 Projected	2010 Projected	2011 Projected
Public Works	Reduction of the addition of Street Maintenance staff from eight to six FTE.	(90,422)	(94,490)	(98,791)	(103,343)	(108,162)
Total Council Adjustments		(\$321,408)	(\$379,435)	(\$393,374)	(\$408,074)	(\$423,579)

# 2007 Adopted Budget

# Financial Outlook Through 2011

General Fund Financial Outlook Through 2011 - Potential Future Adjustments						
Description	2006 Projection	2007 Adopted	2008 Projected	2009 Projected	2010 Projected	2011 Projected
<b>REVENUE ADJUSTMENTS</b>						
Revenue adjustments to match Budget Estimate	-	-	78	76	84	96
<b>TOTAL REVENUE ADJUSTMENTS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$78</b>	<b>\$76</b>	<b>\$84</b>	<b>\$96</b>

<b>FUTURE ADJUSTMENTS</b>						
Add 12.0 police officers per year for 2/1000 population increases	-	-	960,000	1,987,200	3,085,128	4,257,476
Change in hours worked each year (above base of 2080 hours)	-	-	1,081,519	570,076	594,272	-
City Council - Layer B Items	-	-	141,344	141,344	141,344	141,344
Development Servcies - Layer B Items	-	-	117,000	117,000	117,000	117,000
Finance - Layer B Items	-	-	75,342	75,342	75,342	75,342
Fire - Layer B Items	-	-	1,458,985	1,458,985	1,458,985	1,458,985
General Management - Layer B Items	-	-	578,984	578,984	587,984	578,984
Human Resources - Layer B Items	-	-	47,500	47,500	47,500	47,500
Increase CPF Transfer by 0.5 percent per year	-	-	1,025,000	2,050,000	3,075,000	4,100,000
Increase GERP contribution by 0.5% Jan. 1, 2008	-	-	360,000	372,600	385,641	399,138
Information Technology - Layer B Items	-	-	130,000	130,000	130,000	130,000
Library, Recreation, & Cultural Services - Layer B Items	-	-	627,933	627,933	627,933	627,933
Neighborhood Services - Layer B Items	-	-	819,764	819,764	819,764	819,764
Non-Departmental - Other Layer B Items	-	-	139,060	139,060	139,060	139,060
Parks - Layer B items	-	-	1,905,903	1,905,903	1,905,903	1,905,903
Planning - Layer B Items	-	-	300,726	300,726	300,726	300,726
Police - Layer B Items	-	-	791,119	791,119	791,119	791,119
Police & Fire annual step/grade costs	-	-	1,109,392	2,296,441	3,565,225	4,920,010
Public Defender - Layer B Adjustments	-	-	41,031	41,031	41,031	41,031
Public Works - Layer B Items	-	-	1,279,957	1,279,957	1,279,957	1,279,957
Recreation / Cultural Services - 6% subsidy increase (base budget)	-	-	350,000	700,000	1,050,000	1,400,000
Street Lighting Growth	-	-	200,000	448,000	752,640	1,123,942
TABOR / Policy Reserve Transfer	-	-	158,600	158,600	158,600	158,600
<b>TOTAL FUTURE ADJUSTMENTS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,699,159</b>	<b>\$17,037,565</b>	<b>\$21,130,154</b>	<b>\$24,813,814</b>





# **FUND SUMMARIES**



## Fund Summaries Overview

The purpose of fund summaries is to capture and detail the financial condition of each City fund. A fund summary provides information on revenues, expenditures, and ending funds available. In addition, it functions as a planning mechanism, as it allows expenditures to be matched to available revenues and/or fund balance. Fund summaries also identify the designation or reservation of funds for anticipated use.

A fund summary document includes the following sections: summary, detail, long-range plan, and narrative. The summary and detail parts have four columns: two years of actual data, one projection year, and the budget year. The long-range plan will show projections through 2011.

### Summary

The first section of the fund summary is a rollup of *sources* and *uses*. Sources include revenues, transfers in, and decreases in reservations and designations. Uses include expenditures, transfers out, and increases in reservations and designations. It is important to note that sources and uses are always balanced because a fund's sources are either expended, become restricted (reserved or designated), or become unrestricted (unreserved or undesignated) funds available.

The next three sections of the summary relate to ending funds available. These sections summarize the changes in each of the categories related to funds available. The last section shows the total ending funds available. Ending funds available for any given year becomes the beginning funds available in the following year. Net changes in reserved and designated funds, unreserved and undesignated funds, and total funds available are identified.

### Detail

The fund summary detail page provides an itemized listing of all sources and uses, except for transfers. The first section, Reserved and Designated Funds Available Detail, show specific designations and reservations. Each section total ties to the "Changes in Reserved & Designated Funds Available" section in the budget summary.

The second section, Revenue & Expenditure Detail, is a breakdown of revenues and expenditures, which tie to the first part of the summary. In a very few cases the budget numbers differ from the City's Comprehensive Annual Financial Report (CAFR) because fund summaries exclude prior year carryovers. Carryovers are expenditures accounted for in one year but spent in a later year.

The third section, the long-range outlook, shows the effect of expenditure and revenue projections on funds available through 2011. These take into account generalized growth rate assumptions for revenue and expenditure amounts.

### Narrative

The final section of the document is the narrative. The narrative gives background information including the history and the purpose of the fund. Major changes to revenues, expenditures, and fund balance are discussed in some detail in this section. Information concerning the long-range outlook, including growth rate assumptions used in making the outlook, is also discussed.

## GENERAL FUND SUMMARY

	2004 Actual**	2005 Actual	2006 Projection	2007 Adopted
<b>Sources and Uses of Funds</b>				
<b>Sources of Funds</b>				
Revenues	\$ 202,850,232	\$ 217,669,473	\$ 227,717,327	\$ 237,423,159
Transfers In (from other funds)	6,011,235	4,407,901	3,527,607	3,246,598
From Decrease in Reserves & Designated Funds Available	9,147,274	2,855,000	1,372,355	2,090,000
<b>Total Sources Before Decrease in Funds Available</b>	<b>\$ 218,008,741</b>	<b>\$ 224,932,374</b>	<b>\$ 232,617,289</b>	<b>\$ 242,759,757</b>
From Decrease in Undesignated Funds Available	-	4,077,476	1,068,515	-
<b>Total Sources</b>	<b>\$ 218,008,741</b>	<b>\$ 229,009,850</b>	<b>\$ 233,685,804</b>	<b>\$ 242,759,757</b>
<b>Uses of Funds</b>				
Expenditures*	\$ 173,980,608	\$ 179,198,179	\$ 188,970,238	\$ 204,745,610
Transfers Out (to other funds)	38,398,256	41,317,891	42,625,566	37,882,994
To Increase Reserves & Designated Funds Available	4,655,000	8,493,780	2,090,000	131,153
<b>Total Uses Before Increase in Funds Available</b>	<b>\$ 217,033,864</b>	<b>\$ 229,009,850</b>	<b>\$ 233,685,804</b>	<b>\$ 242,759,757</b>
To Increase Undesignated Funds Available	974,877	-	-	-
<b>Total Uses</b>	<b>\$ 218,008,741</b>	<b>\$ 229,009,850</b>	<b>\$ 233,685,804</b>	<b>\$ 242,759,757</b>
<b>Changes in Unreserved &amp; Undesignated Funds Available</b>				
<b>Beginning Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 4,171,114</b>	<b>\$ 5,145,991</b>	<b>\$ 1,068,515</b>	<b>\$ -</b>
Revenues & Other Sources	218,008,741	224,932,374	232,617,289	242,759,757
Expenditures & Other Uses	(217,033,864)	(229,009,850)	(233,685,804)	(242,759,757)
<b>Net Change in Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 974,877</b>	<b>\$ (4,077,476)</b>	<b>\$ (1,068,515)</b>	<b>\$ -</b>
<b>Ending Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 5,145,991</b>	<b>\$ 1,068,515</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Changes in Reserved &amp; Designated Funds Available</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ 7,347,274</b>	<b>\$ 2,855,000</b>	<b>\$ 8,493,780</b>	<b>\$ 9,211,425</b>
Decreases in Reserved & Designated	(9,147,274)	(2,855,000)	(1,372,355)	(2,090,000)
Increases in Reserved & Designated	4,655,000	8,493,780	2,090,000	131,153
<b>Net Change in Reserved &amp; Designated Funds Available</b>	<b>\$ (4,492,274)</b>	<b>\$ 5,638,780</b>	<b>\$ 717,645</b>	<b>\$ (1,958,847)</b>
<b>Ending Reserved &amp; Designated Funds Available***</b>	<b>\$ 2,855,000</b>	<b>\$ 8,493,780</b>	<b>\$ 9,211,425</b>	<b>\$ 7,252,578</b>
<b>Total Ending Funds Available</b>				
<b>Total Beginning Funds Available</b>	<b>\$ 11,518,388</b>	<b>\$ 8,000,991</b>	<b>\$ 9,562,295</b>	<b>\$ 9,211,425</b>
Changes in Unreserved & Undesignated Funds Available	974,877	(4,077,476)	(1,068,515)	-
Changes in Reserved & Designated Funds Available	(4,492,274)	5,638,780	717,645	(1,958,847)
<b>Net Change in Funds Available</b>	<b>\$ (3,517,397)</b>	<b>\$ 1,561,304</b>	<b>\$ (350,870)</b>	<b>\$ (1,958,847)</b>
<b>Total Ending Funds Available</b>	<b>\$ 8,000,991</b>	<b>\$ 9,562,295</b>	<b>\$ 9,211,425</b>	<b>\$ 7,252,578</b>

\* Expenditures exclude prior year's carryovers, if applicable.

\*\* The 2004 revenues and expenditures differ from the CAFR in that the CAFR shows the split of the Development Review Fund from the General Fund. Since they were always split in the fund summaries, the revenue and expenditure effect is not shown. The 2004 Ending Funds Available in the fund summary does match the CAFR.

\*\*\* The 2004 reservations and designations do not match the CAFR as the CAFR includes \$55,333 of accrued revenue that is not in the fund summary, and the fund summary includes \$135,000 for the final Arapahoe County incentive payment that is not in the CAFR.

## GENERAL FUND DETAIL

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Beginning Reserved &amp; Designated Funds Available</b>				
2/1000 GAP Savings	\$ 1,000,000	\$ -	\$ -	\$ -
Operating Reserve	3,079,000	-	8,187,061	7,121,425
TABOR Refund Proceeds	2,055,755	-	-	-
Fund Balance Designation for use in 2004	1,212,519	-	-	-
2003 Additional Savings used in 2004	-	-	-	-
AMB Sale Proceeds	-	800,000	-	-
2004 Furlough Savings used in 2005	-	1,200,000	-	-
2004 Additional Vacancy Savings used in 2005	-	720,000	-	-
Funds for deferred sick leave payment in 2006	-	-	306,719	-
Funds available for final Arapahoe Crossing payment	-	135,000	-	-
Designation for One-Time Fleet Purchases	-	-	-	2,090,000
<b>Total Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ 7,347,274</b>	<b>\$ 2,855,000</b>	<b>\$ 8,493,780</b>	<b>\$ 9,211,425</b>
<b>Decreases (Uses) of Reserved &amp; Designated Funds Available</b>				
2/1000 GAP Savings	\$ 1,000,000	\$ -	\$ -	\$ -
Operating Reserve	3,079,000	-	1,065,636	-
TABOR Refund Proceeds	2,055,755	-	-	-
Fund Balance Designation for use in 2004	1,212,519	-	-	-
2003 Additional Savings used in 2004	1,800,000	-	-	-
AMB Sale Proceeds	-	800,000	-	-
2004 Furlough Savings used in 2005	-	1,200,000	-	-
2004 Additional Vacancy Savings used in 2005	-	720,000	-	-
Funds for deferred sick leave payment in 2006	-	-	306,719	-
Funds available for final Arapahoe Crossing payment	-	135,000	-	-
Designation for One-Time Fleet Purchases	-	-	-	2,090,000
<b>Total Decreases in Reserved &amp; Designated Funds Available</b>	<b>\$ 9,147,274</b>	<b>\$ 2,855,000</b>	<b>\$ 1,372,355</b>	<b>\$ 2,090,000</b>
<b>Increases of Reserved &amp; Designated Funds Available</b>				
2/1000 GAP Savings	\$ -	\$ -	\$ -	\$ -
Operating Reserve	-	8,187,061	-	131,153
TABOR Refund Proceeds	-	-	-	-
Fund Balance Designation for use in 2004	-	-	-	-
2003 Additional Savings used in 2004	1,800,000	-	-	-
AMB Sale Proceeds	800,000	-	-	-
2004 Furlough Savings used in 2005	1,200,000	-	-	-
2004 Additional Vacancy Savings used in 2005	720,000	-	-	-
Funds for deferred sick leave payment in 2006	-	306,719	-	-
Funds available for final Arapahoe Crossing payment	135,000	-	-	-
Designation for One-Time Fleet Purchases	-	-	2,090,000	-
<b>Total Increases in Reserved &amp; Designated Funds Available</b>	<b>\$ 4,655,000</b>	<b>\$ 8,493,780</b>	<b>\$ 2,090,000</b>	<b>\$ 131,153</b>
<b>Ending Reserved &amp; Designated Funds Available</b>				
2/1000 GAP Savings	\$ -	\$ -	\$ -	\$ -
Police/Fire Sick Leave Buyback	-	-	-	-
Operating Reserve	-	8,187,061	7,121,425	7,252,578
TABOR Refund Proceeds	-	-	-	-
Fund Balance Designation for use in 2004	-	-	-	-
AMB Sale Proceeds	800,000	-	-	-
2004 Furlough Savings used in 2005	1,200,000	-	-	-
2004 Additional Vacancy Savings used in 2005	720,000	-	-	-
Funds for deferred sick leave payment in 2006	-	306,719	-	-
Funds available for final Arapahoe Crossing payment	135,000	-	-	-
Designation for One-Time Fleet Purchases	-	-	2,090,000	-
<b>Total Ending Reserved &amp; Designated Funds Available</b>	<b>\$ 2,855,000</b>	<b>\$ 8,493,780</b>	<b>\$ 9,211,425</b>	<b>\$ 7,252,578</b>

## GENERAL FUND DETAIL

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Base Revenue and Expenditure Detail by Category</b>				
<b>Base Revenue</b>				
Taxes	\$ 177,004,556	\$ 188,648,947	\$ 197,726,261	\$ 204,970,169
Charges for services	5,734,819	5,960,341	5,693,973	8,440,237
Fines and Forfeitures	4,492,855	6,280,369	6,700,773	7,132,819
Intergovernmental	10,424,986	9,919,969	10,126,148	10,200,020
Licenses & Permits	3,512,684	4,760,294	5,537,096	4,605,374
Other Revenues	1,680,332	2,099,553	1,933,076	2,074,540
<b>Total Revenues</b>	<b>\$ 202,850,232</b>	<b>\$ 217,669,473</b>	<b>\$ 227,717,327</b>	<b>\$ 237,423,159</b>
<b>Base Expenditures</b>				
Personal Services	\$ 135,405,733	\$ 140,242,605	\$ 145,084,415	\$ 155,995,815
Supplies & Services	28,204,514	28,168,990	29,905,098	30,997,953
Interfund Charges	8,598,389	9,054,218	10,439,894	11,706,898
Debt Related	408,231	306,250	824,326	824,326
Capital Related	1,363,741	1,426,116	2,716,505	5,220,618
<b>Total Expenditures*</b>	<b>\$ 173,980,608</b>	<b>\$ 179,198,179</b>	<b>\$ 188,970,238</b>	<b>\$ 204,745,610</b>

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**General Fund**

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The General Fund is the primary operating fund of the City and includes nearly all taxes and other resources traditionally associated with City operations. Revenues and expenditures from the 0.25 percent voter-approved sales tax for police officer staffing (2 per 1,000 initiative) are included in this fund.

2005 revenues, including transfers in, grew by \$13.2 million (6.3 percent), with the majority of the increase coming from general sales tax (up \$5.5 million) and building material use tax (up \$3.0 million). Transfers in decreased \$1.6 million due to a one-time transfer from the Community Maintenance Fund in 2004 not recurring in 2005, partially offset by a one-time transfer from the Risk Fund. General Fund expenditures, including transfers out, increased \$8.1 million (3.8 percent). For the first time since 2002, Funds Available increased in 2005, ending up \$1.6 million (19.5 percent).

For 2006, General Fund revenues, including transfers in, are expected to increase \$9.2 million (4.1 percent), due primarily to a \$7.9 million increase in sales tax. Audit revenue is projected to increase \$1.4 million, due to the proceeds from one major audit. Property Tax and Franchise Tax are both projected to end 2006 significantly higher than 2005, up \$1.0 million (4.5 percent) and \$841,800 (7.5 percent), respectively. Capital related revenue, such as building material use tax and other (equipment) use tax, is projected to decrease \$2.0 million from its high in 2005. Transfers in are projected to decrease \$880,300 (20.0 percent) due to the effect of a one-time \$1.0 million Risk Fund transfer not recurring. Expenditures, including transfers out, are expected to grow \$11.1 million (5.0 percent). Transfers out are expected to increase \$1.3 million due to several one-time transfers approved by Council in a special summer supplemental. Personal services are projected to increase \$4.8 million due mostly to a 1.6 percent career pay increase, 2/1000 increases, and increases related to fire and police contracts. Increased electricity and water/sewer cost are the major factor in the projected \$1.7 million (6.2 percent) increase in supplies and services. Rising fuel and vehicle repair costs cause a \$1.4 million (15.3 percent) increase in Interfund Charges. Increased fleet replacement accounts for the majority of the increase in debt and capital related expenses. Total Funds Available in the General Fund are expected to decrease \$350,900 (3.7 percent) by the end of 2006.

Revenues for 2007, including transfers in, are expected to increase \$9.4 million (4.1 percent). Sales tax increases of \$6.1 million (5.1%) make up the majority of the \$7.2 million tax increase. Property tax increases of \$1.1 million nearly offset the decrease in audit revenue due to the large one-time audit not recurring. Internal Charges are projected to increase \$1.8 million (91.1 percent) primarily due to additional Aurora Water payments. Capital-related revenues are expected to remain flat in 2007. The revenue projection includes a \$598,300 revenue increase from amendments, primarily from additional auditors and additional public works staff. Transfers in show a net decrease of \$281,000 (8.0 percent) primarily due to the elimination of \$302,900 from the Emergency Contingency Fund. Most other revenue streams have minor changes from 2006 to 2007.

The adopted expenditure budget for 2007 results in an \$11.0 million (4.8 percent) increase over 2006, including a \$4.7 million (11.1 percent) decrease in transfers out. The large decrease in transfers out is due to the fact that one-time transfers from the General Fund to the Capital Projects Fund do not recur in 2007. Personal services are expected to increase \$10.9 million, primarily associated with a 3.5 percent pay increase, a \$1.9 million increase in health and dental costs, 2/1000 increases, increases related to fire and police contracts, and the effect of several amendments specified in more detail in the next paragraph. Supplies costs are up \$1.1 million (3.7 percent), primarily related to additional amendments, offset by decreases in professional and technical services, as well as lower computer replacement costs. Interfund charges increase \$1.3 million (12.1 percent) due primarily to a \$1.0 million increase in risk costs. Capital costs increased \$2.5 million primarily due to amendments for additional fleet replacement costs. Debt costs do not change significantly.

\$11.5 million in amendments are included in the 2007 Adopted Budget. Personal services amendments account for just over half of the increase, \$6.0 million. Included in the personal services increase is the full-year funding for Fire Stations 14 and 15. The two departments with the most FTE growth are Police, gaining 14 FTE, and Public Works, gaining 11 FTE. The full reconciliation of FTE can be found in Attachment 8, Changes in Staffing. Supplies and services increase \$1.9 million, due primarily to costs in Police (primarily Crime Lab and Investigations Bureau) and Parks (primarily Parks Operations and Maintenance). Capital related costs increase \$2.8 million, primarily due to additional fleet replacement costs. Transfers out increase \$797,300, due mostly to an increased transfer to the Policy Reserve Fund and TABOR Reserve Fund. Debt related and interfund charges remain relatively unchanged. Detail behind these amendments can be found in the Department Pages in section G and in Attachment 6 in the Summary Information section.

The 2007 Funds Available for the General Fund will decrease \$2.0 million (21.3 percent) from 2006 to 2007. The entire amount of remaining funds available is designated as an operating reserve. The long-range outlook for the General Fund is addressed in a separate section of this budget document.

## ABATEMENT FUND SUMMARY

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Sources and Uses of Funds</b>				
<b>Sources of Funds</b>				
Revenues	\$ 322,300	\$ 389,661	\$ 386,376	\$ 338,125
From Decrease in Reserves & Designated Funds Available	-	76,260	-	26,363
<b>Total Sources Before Decrease in Funds Available</b>	<b>\$ 322,300</b>	<b>\$ 465,921</b>	<b>\$ 386,376</b>	<b>\$ 364,488</b>
From Decrease in Undesignated Funds Available	-	-	-	-
<b>Total Sources</b>	<b>\$ 322,300</b>	<b>\$ 465,921</b>	<b>\$ 386,376</b>	<b>\$ 364,488</b>
<b>Uses of Funds</b>				
Expenditures *	\$ 256,252	\$ 285,865	\$ 351,215	\$ 364,488
Transfers Out (to other funds)	-	-	-	-
To Increase Reserves & Designated Funds Available	500	-	26,363	-
<b>Total Uses Before Increase in Funds Available</b>	<b>\$ 256,752</b>	<b>\$ 285,865</b>	<b>\$ 377,578</b>	<b>\$ 364,488</b>
To Increase Undesignated Funds Available	65,548	180,056	8,798	-
<b>Total Uses</b>	<b>\$ 322,300</b>	<b>\$ 465,921</b>	<b>\$ 386,376</b>	<b>\$ 364,488</b>
<b>Changes in Unreserved &amp; Undesignated Funds Available</b>				
<b>Beginning Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 210,365</b>	<b>\$ 275,913</b>	<b>\$ 455,969</b>	<b>\$ 464,767</b>
Revenues & Other Sources	322,300	465,921	386,376	364,488
Expenditures & Other Uses	(256,752)	(285,865)	(377,578)	(364,488)
<b>Net Changes in Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 65,548</b>	<b>\$ 180,056</b>	<b>\$ 8,798</b>	<b>\$ -</b>
<b>Ending Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 275,913</b>	<b>\$ 455,969</b>	<b>\$ 464,767</b>	<b>\$ 464,767</b>
<b>Changes in Reserved &amp; Designated Funds Available</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ 75,760</b>	<b>\$ 76,260</b>	<b>\$ -</b>	<b>\$ 26,363</b>
Decreases in Reserved & Designated	-	(76,260)	-	(26,363)
Increases in Reserved & Designated	500	-	26,363	-
<b>Net Changes in Reserved &amp; Designated Funds Available</b>	<b>\$ 500</b>	<b>\$ (76,260)</b>	<b>\$ 26,363</b>	<b>\$ (26,363)</b>
<b>Ending Reserved &amp; Designated Funds Available</b>	<b>\$ 76,260</b>	<b>\$ -</b>	<b>\$ 26,363</b>	<b>\$ -</b>
<b>Total Ending Funds Available</b>				
<b>Total Beginning Funds Available</b>	<b>\$ 286,125</b>	<b>\$ 352,173</b>	<b>\$ 455,969</b>	<b>\$ 491,130</b>
Changes in Unreserved & Undesignated Funds Available	65,548	180,056	8,798	-
Changes in Reserved & Designated Funds Available	500	(76,260)	26,363	(26,363)
<b>Net Changes in Funds Available</b>	<b>\$ 66,048</b>	<b>\$ 103,796</b>	<b>\$ 35,161</b>	<b>\$ (26,363)</b>
<b>Total Ending Funds Available</b>	<b>\$ 352,173</b>	<b>\$ 455,969</b>	<b>\$ 491,130</b>	<b>\$ 464,767</b>

\* Expenditures exclude prior year's carryovers, if applicable.

## ABATEMENT FUND DETAIL

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Reserved &amp; Designated Funds Available Detail</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>				
Designations	\$ 75,760	\$ 76,260	\$ -	\$ 26,363
<b>Total Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ 75,760</b>	<b>\$ 76,260</b>	<b>\$ -</b>	<b>\$ 26,363</b>
<b>Decreases (Uses) of Reserved &amp; Designated Funds Available</b>				
Designations	\$ -	\$ 76,260	\$ -	\$ 26,363
<b>Total Decreases in Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ 76,260</b>	<b>\$ -</b>	<b>\$ 26,363</b>
<b>Increases of Reserved &amp; Designated Funds Available</b>				
Designations	\$ 500	\$ -	\$ 26,363	\$ -
<b>Total Increases in Reserved &amp; Designated Funds Available</b>	<b>\$ 500</b>	<b>\$ -</b>	<b>\$ 26,363</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available</b>				
Designations	\$ 76,260	\$ -	\$ 26,363	\$ -
<b>Total Ending Reserved &amp; Designated Funds Available</b>	<b>\$ 76,260</b>	<b>\$ -</b>	<b>\$ 26,363</b>	<b>\$ -</b>
<b>Revenue &amp; Expenditure Detail by Category</b>				
<b>Revenues</b>				
Charges for services	\$ 315,998	\$ 380,516	\$ 376,975	\$ 328,000
Other Revenues	6,302	9,145	9,401	10,125
<b>Total Revenues</b>	<b>\$ 322,300</b>	<b>\$ 389,661</b>	<b>\$ 386,376</b>	<b>\$ 338,125</b>
<b>Expenditures</b>				
Personal Services	\$ 50,522	\$ 49,875	\$ 52,564	\$ 54,396
Supplies & Services	203,603	233,791	296,452	307,404
Interfund Charges	2,127	2,199	2,199	2,688
<b>Total Expenditures</b>	<b>\$ 256,252</b>	<b>\$ 285,865</b>	<b>\$ 351,215</b>	<b>\$ 364,488</b>

## ABATEMENT FUND

	2005	2006	2007	2008	2009	2010	2011
	Actual	Projection	Adopted	Projected	Projected	Projected	Projected
<b>Long Range Outlook</b>							
Revenues	\$ 389,661	\$ 386,376	\$ 338,125	\$ 322,300	\$ 349,360	\$ 365,950	\$ 373,370
Expenditures - Operating	285,865	351,215	364,488	379,492	395,272	411,632	429,244
Expenditures - Capital	-	-	-	-	-	-	-
<b>Surplus / (Deficit)</b>	<b>\$ 103,796</b>	<b>\$ 35,161</b>	<b>\$ (26,363)</b>	<b>\$ (57,192)</b>	<b>\$ (45,912)</b>	<b>\$ (45,682)</b>	<b>\$ (55,874)</b>
Beginning Funds Available	\$ 352,173	\$ 455,969	\$ 491,130	\$ 464,767	\$ 407,575	\$ 361,663	\$ 315,981
Inc/(Dec) in Funds Available	103,796	35,161	(26,363)	(57,192)	(45,912)	(45,682)	(55,874)
<b>Ending Funds Available</b>	<b>\$ 455,969</b>	<b>\$ 491,130</b>	<b>\$ 464,767</b>	<b>\$ 407,575</b>	<b>\$ 361,663</b>	<b>\$ 315,981</b>	<b>\$ 260,107</b>

## Abatement Fund

The Abatement Fund was established by ordinance in 1980 and is used to manage weed cutting, trash removal, building demolition, tree trimming, and tree removal on properties that have not been maintained in accordance with City ordinances. The fund receives reimbursement of contractor payments and administrative fees collected from owners of abated property and through county collected assessments and liens. Abatement Fund expenditures and revenues fluctuate due to the number of properties abated and the size of the property abated. Adjustments in weed and tree abatement spending are made throughout the year based on the amount of revenue generated from fees. Expenditures related to building demolition can occur several years before the fund receives the commensurate revenue.

In 2005, the Abatement Fund balance increased by \$103,800, primarily due to increased revenues. Revenues increased by \$67,300 or 20.9 percent. The revenue increases were positively related to the leap in the rate of foreclosures. As the rate of foreclosures rose, so did the number of property abatements and service charges. Revenues from administration fees increased as well. Expenditures increased \$29,600 or 11.6 percent. The number of foreclosures and subsequent abatements due to trash and weeds on abandoned properties increased dramatically during this time frame. For 2005, a \$76,260 designation was created because of a predicted use of fund balance. Because revenue was greater than anticipated, the balance was reverted to undesignated funds available by the end of 2005.

For 2006, the numbers of new abatements are expected to decline compared to 2005. Therefore, revenues are projected to drop slightly by \$3,300 or 0.8 percent. Expenditures are projected to increase 22.9 percent due primarily to spending in supplies and services. Neighborhood Services requested a fall supplemental to cover the additional spending authority. Even with the expenditure increase, funds available are expected to increase \$35,200 in 2006.

In 2007 revenues are expected to continue to decline \$48,300 (12.5 percent). The decline in revenues is directly linked to anticipated lower rate of foreclosures and subsequent need for abatements. Expenditures are expected to increase modestly by \$13,300 (3.8 percent). The cost of providing abatement service is expected to continue to rise at approximately this same rate. The net effect of the lowered anticipated revenues offset by rising costs will be a projected use of \$26,400 of fund balance.

The five-year outlook projects a decrease in funds available through 2011. Revenues are projected to return to 2004 levels as the foreclosure rate decreases. Revenues from charges for services are projected to grow at 0.5 percent each year while investment income on fund balance is anticipated at 4.0 percent per year. Growth expectations for expenditures follow closely to the expectations of the General Fund. Supply costs, which account for most of the fund's expenses, are expected to grow at 10.0 percent, interfund charges are anticipated to grow at 10.0 percent, personal services are expected to grow at 4.0 percent, health and dental benefits are expected to increase at 12.0 percent. The growth of expenditures is projected at a higher rate than revenues, causing a decline in funds available over the next five years.

## ARAPAHOE COUNTY OPEN SPACE FUND SUMMARY

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Sources and Uses of Funds</b>				
<b>Sources of Funds</b>				
Revenues	\$ -	\$ 2,082,073	\$ 5,221,336	\$ 5,474,708
Transfers In (from other funds)	-	3,408,418	-	-
From Decrease in Reserves & Designated Funds Available	-	-	865,581	2,023,937
<b>Total Sources Before Decrease in Funds Available</b>	<b>\$ -</b>	<b>\$ 5,490,491</b>	<b>\$ 6,086,917</b>	<b>\$ 7,498,645</b>
From Decrease in Undesignated Funds Available	-	-	1,606,856	-
<b>Total Sources</b>	<b>\$ -</b>	<b>\$ 5,490,491</b>	<b>\$ 7,693,773</b>	<b>\$ 7,498,645</b>
<b>Uses of Funds</b>				
Expenditures *	\$ -	\$ 2,961,933	\$ 5,669,836	\$ 7,498,645
Transfers Out (to other funds)	-	-	-	-
To Increase Reserves & Designated Funds Available	-	865,581	2,023,937	-
<b>Total Uses Before Increase in Funds Available</b>	<b>\$ -</b>	<b>\$ 3,827,514</b>	<b>\$ 7,693,773</b>	<b>\$ 7,498,645</b>
To Increase Undesignated Funds Available	-	1,662,977	-	-
<b>Total Uses</b>	<b>\$ -</b>	<b>\$ 5,490,491</b>	<b>\$ 7,693,773</b>	<b>\$ 7,498,645</b>
<b>Changes in Unreserved &amp; Undesignated Funds Available</b>				
<b>Beginning Unreserved &amp; Undesignated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,662,977</b>	<b>\$ 56,121</b>
Revenues & Other Sources	-	5,490,491	6,086,917	7,498,645
Expenditures & Other Uses	-	(3,827,514)	(7,693,773)	(7,498,645)
<b>Net Changes in Unreserved &amp; Undesignated Funds Available</b>	<b>\$ -</b>	<b>\$ 1,662,977</b>	<b>\$ (1,606,856)</b>	<b>\$ -</b>
<b>Ending Unreserved &amp; Undesignated Funds Available</b>	<b>\$ -</b>	<b>\$ 1,662,977</b>	<b>\$ 56,121</b>	<b>\$ 56,121</b>
<b>Changes in Reserved &amp; Designated Funds Available</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 865,581</b>	<b>\$ 2,023,937</b>
Decreases in Reserved & Designated	-	-	(865,581)	(2,023,937)
Increases in Reserved & Designated	-	865,581	2,023,937	-
<b>Net Changes in Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ 865,581</b>	<b>\$ 1,158,356</b>	<b>\$ (2,023,937)</b>
<b>Ending Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ 865,581</b>	<b>\$ 2,023,937</b>	<b>\$ -</b>
<b>Total Ending Funds Available</b>				
<b>Total Beginning Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,528,558</b>	<b>\$ 2,080,058</b>
Changes in Unreserved & Undesignated Funds Available	-	1,662,977	(1,606,856)	-
Changes in Reserved & Designated Funds Available	-	865,581	1,158,356	(2,023,937)
<b>Net Changes in Funds Available</b>	<b>\$ -</b>	<b>\$ 2,528,558</b>	<b>\$ (448,500)</b>	<b>\$ (2,023,937)</b>
<b>Total Ending Funds Available</b>	<b>\$ -</b>	<b>\$ 2,528,558</b>	<b>\$ 2,080,058</b>	<b>\$ 56,121</b>

\* Expenditures exclude prior year's carryovers, if applicable.

## ARAPAHOE COUNTY OPEN SPACE FUND DETAIL

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Reserved &amp; Designated Funds Available Detail</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>				
Reserved for Planned Future Use	\$ -	\$ -	\$ 865,581	\$ 2,023,937
Assets not Available for Appropriations	-	-	-	-
<b>Total Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 865,581</b>	<b>\$ 2,023,937</b>
<b>Decreases (Uses) of Reserved &amp; Designated Funds Available</b>				
Reserved for Planned Future Use	\$ -	\$ -	\$ 865,581	\$ 2,023,937
Assets not Available for Appropriations	-	-	-	-
<b>Total Decreases in Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 865,581</b>	<b>\$ 2,023,937</b>
<b>Increases of Reserved &amp; Designated Funds Available</b>				
Reserved for Planned Future Use	\$ -	\$ 865,581	\$ 2,023,937	\$ -
Assets not Available for Appropriations	-	-	-	-
<b>Total Increases in Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ 865,581</b>	<b>\$ 2,023,937</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available</b>				
Reserved for Planned Future Use	\$ -	\$ 865,581	\$ 2,023,937	\$ -
Assets not Available for Appropriations	-	-	-	-
<b>Total Ending Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ 865,581</b>	<b>\$ 2,023,937</b>	<b>\$ -</b>
<b>Revenue &amp; Expenditure Detail by Category</b>				
<b>Revenues</b>				
Intergovernmental	\$ -	\$ 1,946,638	\$ 5,096,336	\$ 5,274,708
Interest Earnings	-	135,435	125,000	200,000
<b>Total Revenues</b>	<b>\$ -</b>	<b>\$ 2,082,073</b>	<b>\$ 5,221,336</b>	<b>\$ 5,474,708</b>
<b>Expenditures</b>				
Personal Services	\$ -	\$ 291,978	\$ 770,104	\$ 1,306,758
Supplies & Services	-	166,716	142,875	160,079
Interfund Charges	-	3,000	-	-
Debt Related	-	596,736	1,199,665	1,196,665
Capital Related	-	238,503	56,547	456,000
Capital Projects (Continuing Appropriation)	-	1,665,000	3,500,645	4,379,143
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 2,961,933</b>	<b>\$ 5,669,836</b>	<b>\$ 7,498,645</b>

## ARAPAHOE COUNTY OPEN SPACE FUND

	2005	2006	2007	2008	2009	2010	2011
	Actual	Projection	Adopted	Projected	Projected	Projected	Projected
<b>Long Range Outlook</b>							
Revenues	\$ 5,490,491	\$ 5,221,336	\$ 5,474,708	\$ 5,734,323	\$ 5,975,399	\$ 6,173,163	\$ 6,402,848
Expenditures - Operating	1,296,933	2,169,191	3,119,502	2,841,576	2,888,963	2,935,233	2,991,216
Expenditures - Capital	1,665,000	3,500,645	4,379,143	2,066,913	3,769,370	2,691,902	4,085,378
<b>Surplus / (Deficit)</b>	<b>\$ 2,528,558</b>	<b>\$ (448,500)</b>	<b>\$ (2,023,937)</b>	<b>\$ 825,834</b>	<b>\$ (682,934)</b>	<b>\$ 546,028</b>	<b>\$ (673,746)</b>
Beginning Funds Available	\$ -	\$ 2,528,558	\$ 2,080,058	\$ 56,121	\$ 881,954	\$ 199,020	\$ 745,048
Inc/(Dec) in Funds Available	2,528,558	(448,500)	(2,023,937)	825,834	(682,934)	546,028	(673,746)
<b>Ending Funds Available</b>	<b>\$ 2,528,558</b>	<b>\$ 2,080,058</b>	<b>\$ 56,121</b>	<b>\$ 881,954</b>	<b>\$ 199,020</b>	<b>\$ 745,048</b>	<b>\$ 71,302</b>

## Arapahoe County Open Space Fund

In November 2003, Arapahoe County voters approved a 0.25 percent Open Space Sales and Use Tax. Arapahoe County Ordinance and an Intergovernmental Agreement (IGA) define this tax, effective January 1, 2004, for expenditures in park land acquisitions and improvements, construction, maintenance (not to exceed 10.0 percent of revenues), and patrol for parks and open space. In addition, funding can be used for environmental programs. The IGA requires expenditures to enhance park, open space, and trail programs.

The first distribution to municipalities included approximately 10 months of revenue and occurred in December 2004. Subsequent distributions occur in June of each year thereafter. Since the first receipt was in late December 2004 and the Arapahoe County Open Space Fund was started January 1, 2005, the City recorded the receipt under the Capital Projects Fund and then transferred the \$3.4 million into the Arapahoe County Open Space Fund in early January 2005. The remaining \$2.1 million of revenue in 2005 is comprised of a \$1.9 million June 2005 receipt and interest earnings. In mid-2005, the Parks and Open Space Department entered into Certificates of Participation (COPs) to finance acquisitions. The debt payments for these COPs are shown as debt related expenditures; the 2005 payment is for a half-year of debt service payments, while 2006 through 2010 are full-year payments. Reserved funds were increased \$865,600 for anticipated projects in 2006.

The 2006 budget includes \$269,300 in new operating appropriations (excluding debt related appropriations) related to park rangers plus planning and design costs associated with Arapahoe County parks and open space. Capital project appropriations increased \$1.8 million (110.2 percent) related to Utah Park renovations. Total revenue, including transfers, decreased \$269,200 (4.9 percent) because 2005 revenue included a transfer of 10 months of 2004 revenues in addition to a partial year in 2005. The 2006 receipt is for a full year of revenue. Reserved funds increased \$1.2 million for anticipated projects in 2007. Ending funds available are expected to decrease \$448,500 (17.7 percent).

In 2007, total operating appropriations, excluding capital and debt service, are \$953,300 (98.3 percent) higher than 2006 planned expenditures. This is due to amendments totaling \$962,900. Appropriation is needed for additional rangers, parks workers, and Arapahoe County park related operating expenditures. Capital project appropriations increase \$878,500 (25.1 percent) due to new projects. Major planned projects include: Signature Park road and site grading, Murphy Creek North Neighborhood Park construction, and Carson Street Pond Park construction. Aurora Reservoir Trail replacement is also planned in 2007 for \$1.1 million. Ending funds available are expected to decrease \$2.0 million.

Planned capital expenditures are shown in a five-year spending plan provided by the Department and included in the Capital section of the budget book. Springhill Park construction is currently planned to begin in 2009 and finish in 2011 in coordination with the Beck Recreation Center remodel. Additional park construction in Arapahoe County is planned at Saddle Rock East Neighborhood Park, East Quincy Highlands Park, and Kalispell Park (partially funded under the Facilities Master Plan II). Playground renovations and court replacements continue throughout the five year plan. The five-year plan is balanced.

## BOND PROCEEDS FUND SUMMARY

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Sources and Uses of Funds</b>				
<b>Sources of Funds</b>				
Revenues	\$ -	\$ -	\$ 26,424	\$ 7,200
Transfers In (from other funds)	-	1,522,560	-	-
From Decrease in Reserves & Designated Funds Available	-	-	-	-
<b>Total Sources Before Decrease in Funds Available</b>	<b>\$ -</b>	<b>\$ 1,522,560</b>	<b>\$ 26,424</b>	<b>\$ 7,200</b>
From Decrease in Undesignated Funds Available	-	-	98,576	-
<b>Total Sources</b>	<b>\$ -</b>	<b>\$ 1,522,560</b>	<b>\$ 125,000</b>	<b>\$ 7,200</b>
<b>Uses of Funds</b>				
Expenditures *	\$ -	\$ 1,188,256	\$ 125,000	\$ -
Transfers Out (to other funds)	-	-	-	-
To Increase Reserves & Designated Funds Available	-	-	-	-
<b>Total Uses Before Increase in Funds Available</b>	<b>\$ -</b>	<b>\$ 1,188,256</b>	<b>\$ 125,000</b>	<b>\$ -</b>
To Increase Undesignated Funds Available	-	334,304	-	7,200
<b>Total Uses</b>	<b>\$ -</b>	<b>\$ 1,522,560</b>	<b>\$ 125,000</b>	<b>\$ 7,200</b>
<b>Changes in Unreserved &amp; Undesignated Funds Available</b>				
<b>Beginning Unreserved &amp; Undesignated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 334,304</b>	<b>\$ 235,728</b>
Revenues & Other Sources	-	1,522,560	26,424	7,200
Expenditures & Other Uses	-	(1,188,256)	(125,000)	-
<b>Net Changes in Unreserved &amp; Undesignated Funds Available</b>	<b>\$ -</b>	<b>\$ 334,304</b>	<b>\$ (98,576)</b>	<b>\$ 7,200</b>
<b>Ending Unreserved &amp; Undesignated Funds Available</b>	<b>\$ -</b>	<b>\$ 334,304</b>	<b>\$ 235,728</b>	<b>\$ 242,928</b>
<b>Changes in Reserved &amp; Designated Funds Available</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Decreases in Reserved & Designated	-	-	-	-
Increases in Reserved & Designated	-	-	-	-
<b>Net Changes in Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Ending Funds Available</b>				
<b>Total Beginning Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 334,304</b>	<b>\$ 235,728</b>
Changes in Unreserved & Undesignated Funds Available	-	334,304	(98,576)	7,200
Changes in Reserved & Designated Funds Available	-	-	-	-
<b>Net Changes in Funds Available</b>	<b>\$ -</b>	<b>\$ 334,304</b>	<b>\$ (98,576)</b>	<b>\$ 7,200</b>
<b>Total Ending Funds Available</b>	<b>\$ -</b>	<b>\$ 334,304</b>	<b>\$ 235,728</b>	<b>\$ 242,928</b>

\* Expenditures exclude prior year's carryovers, if applicable.

## BOND PROCEEDS FUND DETAIL

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Reserved &amp; Designated Funds Available Detail</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>				
Future Projects	\$ -	\$ -	\$ -	\$ -
<b>Total Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Decreases (Uses) of Reserved &amp; Designated Funds Available</b>				
Future Projects	\$ -	\$ -	\$ -	\$ -
<b>Total Decreases in Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Increases of Reserved &amp; Designated Funds Available</b>				
Future Projects	\$ -	\$ -	\$ -	\$ -
<b>Total Increases in Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available</b>				
Future Projects	\$ -	\$ -	\$ -	\$ -
<b>Total Ending Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Revenue &amp; Expenditure Detail by Category</b>				
<b>Revenues</b>				
Intergovernmental	\$ -	\$ -	\$ -	\$ -
Debt Related	-	-	-	-
Other Revenues	-	-	26,424	7,200
<b>Total Revenues</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 26,424</b>	<b>\$ 7,200</b>
<b>Expenditures</b>				
Supplies & Services	\$ -	\$ -	\$ -	\$ -
Capital Projects (Continuing Appropriation)	-	1,188,256	125,000	-
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 1,188,256</b>	<b>\$ 125,000</b>	<b>\$ -</b>

**BOND PROCEEDS FUND**

	2005	2006	2007	2008	2009	2010	2011
	Actual	Projection	Adopted	Projected	Projected	Projected	Projected
<b>Long Range Outlook</b>							
Revenues	\$ 1,522,560	\$ 26,424	\$ 7,200	\$ 7,200	\$ 7,200	\$ 7,200	\$ 7,200
Expenditures - Operating	-	-	-	-	-	-	-
Expenditures - Capital	1,188,256	125,000	-	-	-	-	-
<b>Surplus / (Deficit)</b>	<b>\$ 334,304</b>	<b>\$ (98,576)</b>	<b>\$ 7,200</b>	<b>\$ 7,200</b>	<b>\$ 7,200</b>	<b>\$ 7,200</b>	<b>\$ 7,200</b>
Beginning Funds Available	\$ -	\$ 334,304	\$ 235,728	\$ 242,928	\$ 250,128	\$ 257,328	\$ 264,528
Inc/(Dec) in Funds Available	334,304	(98,576)	7,200	7,200	7,200	7,200	7,200
<b>Ending Funds Available</b>	<b>\$ 334,304</b>	<b>\$ 235,728</b>	<b>\$ 242,928</b>	<b>\$ 250,128</b>	<b>\$ 257,328</b>	<b>\$ 264,528</b>	<b>\$ 271,728</b>

**Bond Proceeds Fund**

The Bond Proceeds Fund was created as a new fund in 2005. It provides for specific transportation, facilities construction, parks acquisitions and construction, and other projects funded through bond financing and/or interest beginning in 2005. This fund will not include bond financings associated with the City's enterprise funds. The current source of revenue for the Bond Proceeds Fund is investment income and transfers of interest from the bond projects that are currently in the Capital Projects Fund. Investment income is expected to decline as the fund balance is depleted and projects are completed. All revenue must be used on projects related to these bonds.

In 2005, revenues are attributed to transfers in of lapsed project fund balance, Art-in-Public-Places consolidation, and bond interest associated with the 1999 Sports Park General Revenue Bond and 2000 Library, Public Safety, and Parks General Obligation Bonds. Of this amount, \$1.2 million was spent on capital projects in 2005. The remaining funds must be spent to acquire, construct or repair facilities related to the individual bond category.

The 2005 transfer consists of:

Transfers In		
\$ 217,807	Library Bond Interest	
808,938	Parks Bond Interest	
225,092	Public Safety Bond Interest	
5,984	Sports Park Bond Interest	
21,389	AIPP Library	
61,568	AIPP Parks	
62,727	AIPP Public Safety	
33,302	Lapsed Fire Projects	
85,753	Lapsed Parks Projects	
<u>\$ 1,522,560</u>		

In 2006, funds available are projected to decrease as Parks appropriated a portion of fund balance for a project. In 2007 through 2011, the fund balance is expected to increase modestly due to interest earnings.

## BUILDING REPAIR FUND SUMMARY

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Sources and Uses of Funds</b>				
<b>Sources of Funds</b>				
Revenues	\$ 22,616	\$ 27,949	\$ 59,000	\$ 67,000
Transfers In (from other funds)	2,108,800	1,858,800	2,358,800	2,133,800
From Decrease in Reserves & Designated Funds Available	-	318,700	-	-
<b>Total Sources Before Decrease in Funds Available</b>	<b>\$ 2,131,416</b>	<b>\$ 2,205,449</b>	<b>\$ 2,417,800</b>	<b>\$ 2,200,800</b>
From Decrease in Undesignated Funds Available	153,784	-	398,773	-
<b>Total Sources</b>	<b>\$ 2,285,200</b>	<b>\$ 2,205,449</b>	<b>\$ 2,816,573</b>	<b>\$ 2,200,800</b>
<b>Uses of Funds</b>				
Expenditures *	\$ 1,966,500	\$ 1,830,488	\$ 2,816,573	\$ 2,159,751
Transfers Out (to other funds)	-	-	-	-
To Increase Reserves & Designated Funds Available	318,700	-	-	-
<b>Total Uses Before Increase in Funds Available</b>	<b>\$ 2,285,200</b>	<b>\$ 1,830,488</b>	<b>\$ 2,816,573</b>	<b>\$ 2,159,751</b>
To Increase Undesignated Funds Available	-	374,961	-	41,049
<b>Total Uses</b>	<b>\$ 2,285,200</b>	<b>\$ 2,205,449</b>	<b>\$ 2,816,573</b>	<b>\$ 2,200,800</b>
<b>Changes in Unreserved &amp; Undesignated Funds Available</b>				
<b>Beginning Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 260,270</b>	<b>\$ 106,486</b>	<b>\$ 481,447</b>	<b>\$ 82,674</b>
Revenues & Other Sources	2,131,416	2,205,449	2,417,800	2,200,800
Expenditures & Other Uses	(2,285,200)	(1,830,488)	(2,816,573)	(2,159,751)
<b>Net Changes in Unreserved &amp; Undesignated Funds Available</b>	<b>\$ (153,784)</b>	<b>\$ 374,961</b>	<b>\$ (398,773)</b>	<b>\$ 41,049</b>
<b>Ending Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 106,486</b>	<b>\$ 481,447</b>	<b>\$ 82,674</b>	<b>\$ 123,723</b>
<b>Changes in Reserved &amp; Designated Funds Available</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ 318,700</b>	<b>\$ -</b>	<b>\$ -</b>
Decreases in Reserved & Designated	-	(318,700)	-	-
Increases in Reserved & Designated	318,700	-	-	-
<b>Net Changes in Reserved &amp; Designated Funds Available</b>	<b>\$ 318,700</b>	<b>\$ (318,700)</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available</b>	<b>\$ 318,700</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Ending Funds Available</b>				
<b>Total Beginning Funds Available</b>	<b>\$ 260,270</b>	<b>\$ 425,186</b>	<b>\$ 481,447</b>	<b>\$ 82,674</b>
Changes in Unreserved & Undesignated Funds Available	(153,784)	374,961	(398,773)	41,049
Changes in Reserved & Designated Funds Available	318,700	(318,700)	-	-
<b>Net Changes in Funds Available</b>	<b>\$ 164,916</b>	<b>\$ 56,261</b>	<b>\$ (398,773)</b>	<b>\$ 41,049</b>
<b>Total Ending Funds Available</b>	<b>\$ 425,186</b>	<b>\$ 481,447</b>	<b>\$ 82,674</b>	<b>\$ 123,723</b>

\* Expenditures exclude prior year's carryovers, if applicable.

## BUILDING REPAIR FUND DETAIL

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Reserved &amp; Designated Funds Available Detail</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>				
Designated for Future Projects	\$ -	\$ 318,700	\$ -	\$ -
<b>Total Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ 318,700</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Decreases (Uses) of Reserved &amp; Designated Funds Available</b>				
Designated for Future Projects	\$ -	\$ 318,700	\$ -	\$ -
<b>Total Decreases in Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ 318,700</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Increases of Reserved &amp; Designated Funds Available</b>				
Designated for Future Projects	\$ 318,700	\$ -	\$ -	\$ -
<b>Total Increases in Reserved &amp; Designated Funds Available</b>	<b>\$ 318,700</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available</b>				
Designated for Future Projects	\$ 318,700	\$ -	\$ -	\$ -
<b>Total Ending Reserved &amp; Designated Funds Available</b>	<b>\$ 318,700</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Revenue &amp; Expenditure Detail by Category</b>				
<b>Revenues</b>				
Charges for Services	\$ -	\$ -	\$ 37,000	\$ 45,000
Other Revenues	22,616	27,949	22,000	22,000
<b>Total Revenues</b>	<b>\$ 22,616</b>	<b>\$ 27,949</b>	<b>\$ 59,000</b>	<b>\$ 67,000</b>
<b>Expenditures</b>				
Capital Projects (Continuing Appropriation)	\$ 1,966,500	\$ 1,830,488	\$ 2,816,573	\$ 2,159,751
<b>Total Expenditures</b>	<b>\$ 1,966,500</b>	<b>\$ 1,830,488</b>	<b>\$ 2,816,573</b>	<b>\$ 2,159,751</b>

**BUILDING REPAIR FUND**

	2005	2006	2007	2008	2009	2010	2011
	Actual	Projection	Adopted	Projected	Projected	Projected	Projected
<b>Long Range Outlook</b>							
Revenues	\$ 1,886,749	\$ 2,417,800	\$ 2,200,800	\$ 1,925,800	\$ 1,925,800	\$ 1,925,800	\$ 1,925,800
Expenditures - Operating	-	-	-	-	-	-	-
Expenditures - Capital	1,830,488	2,816,573	2,159,751	1,991,901	1,932,127	1,917,960	1,893,019
<b>Surplus / (Deficit)</b>	<b>\$ 56,261</b>	<b>\$ (398,773)</b>	<b>\$ 41,049</b>	<b>\$ (66,101)</b>	<b>\$ (6,327)</b>	<b>\$ 7,840</b>	<b>\$ 32,781</b>
Beginning Funds Available	\$ 425,186	\$ 481,447	\$ 82,674	\$ 123,723	\$ 57,622	\$ 51,295	\$ 59,135
Inc/(Dec) in Funds Available	56,261	(398,773)	41,049	(66,101)	(6,327)	7,840	32,781
<b>Ending Funds Available</b>	<b>\$ 481,447</b>	<b>\$ 82,674</b>	<b>\$ 123,723</b>	<b>\$ 57,622</b>	<b>\$ 51,295</b>	<b>\$ 59,135</b>	<b>\$ 91,916</b>

**Building Repair Fund**

The Building Repair Fund provides funding for major repair of City facilities. The primary source of funding is an annual transfer from the Capital Projects Fund (CPF). Lesser amounts are received from both charges for service and interest income. The Facilities Management Division within General Management manages the building repair program. Prior to 2004, the Building Repair Fund was managed as a subfund of the Capital Projects Fund for accounting purposes, and managed as its own fund for budget purposes. Beginning in 2004, the Building Repair Fund has been managed as a fund for both accounting and budget purposes.

In 2005, transfers in decreased 11.9 percent due to budget reductions. An expenditure lapse of \$390,000 for Fire Station No. 1 remodel was offset by increases in AMC Campus and Lighting Retrofit Projects. The Fire Station No. 1 project changed in scope from a remodel/repair project to a rebuild project. As a result, the Building Repair Fund was no longer considered an appropriate use of funds. The Fire Station No. 1 project is now budgeted in the Capital Projects Fund and the Bond Proceeds Fund.

2006 revenues include a one-time transfer increase of \$500,000 to offset the cost of a chiller replacement at the MJC building. In addition to the one-time transfer, the fund will be drawn down \$398,800. Notable expenditures in 2006 include funding for the Senior Center remodel, Phase 3 of lighting retrofits, and Phase 2 of the AMC campus mechanical/electrical systems repair/upgrade.

In 2007, revenues will decline by \$217,000. 2007 revenues include a one-time transfer increase of \$275,000 which is offset by the absence of the \$500,000 one-time transfer increase that occurred in 2006. The ending fund balance will show a modest \$41,000 increase. Major projects scheduled for 2007 include the remodel of Fire Station 10, Meadow Hills Pool repairs, repairs to historic buildings, resurfacings for Pheasant Run and Parklane Pools, renovations to the Generals Park guard houses and Phase 3 of the AMC campus mechanical/electrical systems repair/upgrade.

For the long-term, revenues will remain constant and will primarily rely on the transfer from the Capital Projects Fund. Expenditures are planned to fluctuate slightly over time to accommodate various planned projects. These projects include the continued work on electrical and mechanical controls at the AMC campus, additional funding for fire station remodels, and additional funding for the Beck Center renovation that is currently planned in 2008. Funds remain available in all years and experience a relatively small decrease over time.

## CAPITAL PROJECTS FUND SUMMARY

	2004 Actual**	2005 Actual	2006 Projection	2007 Adopted
<b>Sources and Uses of Funds</b>				
<b>Sources of Funds</b>				
Revenues	\$ 15,978,406	\$ 6,597,466	\$ 4,733,377	\$ 5,314,285
Transfers In (from other funds)	17,957,256	34,077,475	22,191,386	18,358,980
From Decrease in Reserves & Designated Funds Available	991,775	1,537,253	-	6,023,041
<b>Total Sources Before Decrease in Funds Available</b>	<b>\$ 34,927,437</b>	<b>\$ 42,212,194</b>	<b>\$ 26,924,763</b>	<b>\$ 29,696,306</b>
From Decrease in Undesignated Funds Available	-	-	-	-
<b>Total Sources</b>	<b>\$ 34,927,437</b>	<b>\$ 42,212,194</b>	<b>\$ 26,924,763</b>	<b>\$ 29,696,306</b>
<b>Uses of Funds</b>				
Expenditures *	\$ 29,903,276	\$ 22,849,858	\$ 17,328,287	\$ 24,229,804
Transfers Out (to other funds)	4,069,108	19,362,336	3,712,542	4,043,800
To Increase Reserves & Designated Funds Available	955,053	-	5,883,934	1,422,702
<b>Total Uses Before Increase in Funds Available</b>	<b>\$ 34,927,437</b>	<b>\$ 42,212,194</b>	<b>\$ 26,924,763</b>	<b>\$ 29,696,306</b>
To Increase Undesignated Funds Available	-	-	-	-
<b>Total Uses</b>	<b>\$ 34,927,437</b>	<b>\$ 42,212,194</b>	<b>\$ 26,924,763</b>	<b>\$ 29,696,306</b>
<b>Changes in Unreserved &amp; Undesignated Funds Available</b>				
<b>Beginning Unreserved &amp; Undesignated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Revenues & Other Sources	34,927,437	42,212,194	26,924,763	29,696,306
Expenditures & Other Uses	(34,927,437)	(42,212,194)	(26,924,763)	(29,696,306)
<b>Net Changes in Unreserved &amp; Undesignated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Unreserved &amp; Undesignated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Changes in Reserved &amp; Designated Funds Available***</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ 16,868,223</b>	<b>\$ 16,831,501</b>	<b>\$ 15,294,248</b>	<b>\$ 21,178,182</b>
Decreases in Reserved & Designated	(991,775)	(1,537,253)	-	(6,023,041)
Increases in Reserved & Designated	955,053	-	5,883,934	1,422,702
<b>Net Changes in Reserved &amp; Designated Funds Available</b>	<b>\$ (36,722)</b>	<b>\$ (1,537,253)</b>	<b>\$ 5,883,934</b>	<b>\$ (4,600,339)</b>
<b>Ending Reserved &amp; Designated Funds Available</b>	<b>\$ 16,831,501</b>	<b>\$ 15,294,248</b>	<b>\$ 21,178,182</b>	<b>\$ 16,577,844</b>
<b>Total Ending Funds Available</b>				
<b>Total Beginning Funds Available</b>	<b>\$ 16,868,223</b>	<b>\$ 16,831,501</b>	<b>\$ 15,294,248</b>	<b>\$ 21,178,182</b>
Changes in Unreserved & Undesignated Funds Available	-	-	-	-
Changes in Reserved & Designated Funds Available	(36,722)	(1,537,253)	5,883,934	(4,600,339)
<b>Net Changes in Funds Available</b>	<b>\$ (36,722)</b>	<b>\$ (1,537,253)</b>	<b>\$ 5,883,934</b>	<b>\$ (4,600,339)</b>
<b>Total Ending Funds Available</b>	<b>\$ 16,831,501</b>	<b>\$ 15,294,248</b>	<b>\$ 21,178,182</b>	<b>\$ 16,577,844</b>

\* Expenditures exclude prior year's carryovers, if applicable.

\*\*2004 Expenditures do not match 2004 CAFR due to transactions related to splitting the Building Repair Fund from the Capital Projects Fund.

\*\*\*Reserved and designated funds available differ from the CAFR. Budget treats all funds available as reserved or designated funds.

## CAPITAL PROJECTS FUND DETAIL

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Reserved &amp; Designated Funds Available Detail</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>				
Reserved for Bond Interest Projects	\$ 544,413	\$ -	\$ -	\$ -
Reserved for Transfer to Bond Proceeds Fund	-	955,053	-	-
Reserved for FRA Loan Repayment	-	-	-	169,221
Reserved for Inflation	-	-	-	-
Future Projects	16,323,810	15,876,448	15,294,248	21,008,961
<b>Total Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ 16,868,223</b>	<b>\$ 16,831,501</b>	<b>\$ 15,294,248</b>	<b>\$ 21,178,182</b>
<b>Decreases (Uses) of Reserved &amp; Designated Funds Available</b>				
Reserved for Bond Interest Projects	\$ 544,413	\$ -	\$ -	\$ -
Reserved for Transfer to Bond Proceeds Fund	-	955,053	-	-
Reserved for FRA Loan Repayment	-	-	-	-
Reserved for Inflation	-	-	-	-
Future Projects	447,362	582,200	-	6,023,041
<b>Total Decreases in Reserved &amp; Designated Funds Available</b>	<b>\$ 991,775</b>	<b>\$ 1,537,253</b>	<b>\$ -</b>	<b>\$ 6,023,041</b>
<b>Increases of Reserved &amp; Designated Funds Available</b>				
Reserved for Bond Interest Projects	\$ -	\$ -	\$ -	\$ -
Reserved for Transfer to Bond Proceeds Fund	955,053	-	-	-
Reserved for FRA Loan Repayment	-	-	169,221	172,702
Reserved for Inflation	-	-	-	1,250,000
Future Projects	-	-	5,714,713	-
<b>Total Increases in Reserved &amp; Designated Funds Available</b>	<b>\$ 955,053</b>	<b>\$ -</b>	<b>\$ 5,883,934</b>	<b>\$ 1,422,702</b>
<b>Ending Reserved &amp; Designated Funds Available</b>				
Reserved for Bond Interest Projects	\$ -	\$ -	\$ -	\$ -
Reserved for Transfer to Bond Proceeds Fund	955,053	-	-	-
Reserved for FRA Loan Repayment	-	-	169,221	341,923
Reserved for Inflation	-	-	-	1,250,000
Future Projects	15,876,448	15,294,248	21,008,961	14,985,920
<b>Total Ending Reserved &amp; Designated Funds Available</b>	<b>\$ 16,831,501</b>	<b>\$ 15,294,248</b>	<b>\$ 21,178,182</b>	<b>\$ 16,577,843</b>
<b>Revenue &amp; Expenditure Detail by Category</b>				
<b>Revenues</b>				
Intergovernmental	\$ 13,053,165	\$ 1,793,103	\$ 2,964,365	\$ 3,481,583
Interest Income	1,650,766	884,203	1,200,000	1,200,000
Other Revenues	1,274,475	3,920,160	569,012	632,702
<b>Total Revenues</b>	<b>\$ 15,978,406</b>	<b>\$ 6,597,466</b>	<b>\$ 4,733,377</b>	<b>\$ 5,314,285</b>
<b>Expenditures</b>				
Capital Projects (Continuing Appropriation)	\$ 29,903,276	\$ 22,849,858	\$ 17,328,287	\$ 24,229,804
<b>Total Expenditures</b>	<b>\$ 29,903,276</b>	<b>\$ 22,849,858</b>	<b>\$ 17,328,287</b>	<b>\$ 24,229,804</b>

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### Capital Projects Fund

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The Capital Projects Fund (CPF) provides for general government infrastructure and facilities, including streets, parks, information systems, and transportation. The broad purpose of the CPF makes it a key resource in achieving many of the City's strategies for growth and maintenance of City facilities and infrastructure. The CPF pays for capital projects for a wide range of departments, including Public Works, Fire, Parks and Open Space, and Information Technology. The CPF receives most of its sources of funds as a transfer from the General Fund via a formula specified by ordinance, calculated by totaling all unrestricted Building and Materials Use Tax and Other (Equipment) Use Tax, plus 4.0 percent of all other unrestricted General Fund revenues. Beginning in 2004, the amount of all other unrestricted General Fund revenues transferred to the CPF has been reduced as part of the continued effort to deal with a tightening budget. The CPF also receives revenue from one-time transfers from other funds, the Adams County Transportation Tax, developer contributions, intergovernmental agreements, and federal and state transportation grants. Beginning in 2005, the CPF no longer receives bond related revenue and interest.

In 2005, the second year of planned transfer reductions, the General Fund transfer to the CPF included only 1.8 percent of all other unrestricted General Fund revenues. Transfers include \$11.4 million from a one-time refinancing to accelerate developer incentive payments at Aurora City Place and \$1.5 million in one-time revenue. Intergovernmental revenues dropped substantially from 2004, which had included three large one-time items--a \$5.1 million federal EDA grant for Sand Creek Parkway, \$3.4 million from the Arapahoe County Open Space Tax, and \$2.0 million for the Dam West neighborhood fence project. Interest income dropped 46.4%, resulting from both a lower fund balance and the transfer of interest from bond projects to the Bond Proceeds Fund. Other revenue showed a considerable increase from 2004, benefiting from participant contributions for 38th Avenue, Tower to Picadilly, and proceeds from borrowings related to the neighborhood fence program. Notable capital appropriations for 2005 included \$2.0 million for Fire Station No. 1 reconstruction, \$1.2 million for Ptarmigan Fence, \$2.0 million for 38th Avenue, \$11.4 million for the City Place Developer incentive refinancing, \$250,000 for land acquisition funding for a potential NW Community Center, and \$15.2 million for all other Public Works projects including street maintenance, reconstruction and improvement programs.

In 2006, the General Fund portion of the CPF transfer was further reduced to just under 1.0 percent. However, funds available for future projects will increase substantially, due in part to the receipt of over \$4.8 million in one-time revenue from three sources--a large, one-time audit receipt; a right of way payment; and the General Fund operating reserve. Intergovernmental revenues will increase approximately 65 percent due to increases in the Adams County Transportation Tax and a one-time item related to the construction of 38th Avenue, Tower to Picadilly. Other revenues show a sharp decline in 2006 as a result of the one-time refinancing in 2005 that did not recur in 2006. Total expenditures and transfers drop \$21.2 million from 2005, due to both the absence of the \$11.4 million developer incentive refinancing, and an overall decrease in available revenues. Notable 2006 appropriations include \$1.2 million for the Transportation Improvement Program, largely dedicated to the Parker/Quincy and Parker/Dartmouth intersections, and an additional \$250,000 for land acquisition funding for a potential NW Community Center. At the end of 2006, funds available for future projects will increase by over \$5.8 million.

In 2007, overall CPF sources, including transfers, will decrease as a result of the absence of one-time revenues that are transferred in 2006. 2007 revenues will include \$300,000 in one-time revenues related to exactions and \$1.1 million in Transportation Improvement Program grants. 2007 expenditures and transfers out will increase over \$7.2 million from 2006 levels. Notable appropriations slated for 2007 include \$500,000 for the Fire Station 10 remodel, \$843,000 for a fifth aerial ladder truck, \$678,000 for new street sweeping equipment, \$250,000 for a school traffic control devices study, and \$1,694,000 for the Transportation Improvement Program. 2007 expenditures outpace 2007 revenues by over \$4.6 million, reflecting a draw-down of funds built up in 2006 and prior years.

The five-year plan for the Capital Projects Fund, along with additional information on revenue and planned projects, is presented in Section H.

## COMMUNITY DEVELOPMENT FUND SUMMARY

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Sources and Uses of Funds</b>				
<b>Sources of Funds</b>				
Revenues	\$ 5,343,216	\$ 6,129,074	\$ 5,270,964	\$ 5,064,919
Transfers In (from other funds)	308,600	292,600	276,148	276,148
From Decrease in Reserves & Designated Funds Available	-	-	-	-
<b>Total Sources Before Decrease in Funds Available</b>	<b>\$ 5,651,816</b>	<b>\$ 6,421,674</b>	<b>\$ 5,547,112</b>	<b>\$ 5,341,067</b>
From Decrease in Undesignated Funds Available	-	2,471,713	203,716	-
<b>Total Sources</b>	<b>\$ 5,651,816</b>	<b>\$ 8,893,387</b>	<b>\$ 5,750,828</b>	<b>\$ 5,341,067</b>
<b>Uses of Funds</b>				
Expenditures *	\$ 4,247,074	\$ 8,893,387	\$ 5,750,828	\$ 5,341,067
Transfers Out (to other funds)	-	-	-	-
To Increase Reserves & Designated Funds Available	-	-	-	-
<b>Total Uses Before Increase in Funds Available</b>	<b>\$ 4,247,074</b>	<b>\$ 8,893,387</b>	<b>\$ 5,750,828</b>	<b>\$ 5,341,067</b>
To Increase Undesignated Funds Available	1,404,742	-	-	-
<b>Total Uses</b>	<b>\$ 5,651,816</b>	<b>\$ 8,893,387</b>	<b>\$ 5,750,828</b>	<b>\$ 5,341,067</b>
<b>Changes in Unreserved &amp; Undesignated Funds Available</b>				
<b>Beginning Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 1,270,687</b>	<b>\$ 2,675,429</b>	<b>\$ 203,716</b>	<b>\$ -</b>
Revenues & Other Sources	5,651,816	6,421,674	5,547,112	5,341,067
Expenditures & Other Uses	(4,247,074)	(8,893,387)	(5,750,828)	(5,341,067)
<b>Net Changes in Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 1,404,742</b>	<b>\$ (2,471,713)</b>	<b>\$ (203,716)</b>	<b>\$ -</b>
<b>Ending Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 2,675,429</b>	<b>\$ 203,716</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Changes in Reserved &amp; Designated Funds Available</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Decreases in Reserved & Designated	-	-	-	-
Increases in Reserved & Designated	-	-	-	-
<b>Net Changes in Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Ending Funds Available</b>				
<b>Total Beginning Funds Available</b>	<b>\$ 1,270,687</b>	<b>\$ 2,675,429</b>	<b>\$ 203,716</b>	<b>\$ -</b>
Changes in Unreserved & Undesignated Funds Available	1,404,742	(2,471,713)	(203,716)	-
Changes in Reserved & Designated Funds Available	-	-	-	-
<b>Net Changes in Funds Available</b>	<b>\$ 1,404,742</b>	<b>\$ (2,471,713)</b>	<b>\$ (203,716)</b>	<b>\$ -</b>
<b>Total Ending Funds Available</b>	<b>\$ 2,675,429</b>	<b>\$ 203,716</b>	<b>\$ -</b>	<b>\$ -</b>

\* Expenditures exclude prior year's carryovers, if applicable.

## COMMUNITY DEVELOPMENT FUND DETAIL

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Reserved &amp; Designated Funds Available Detail</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>				
Designations for Anticipated Grants	\$ -	\$ -	\$ -	\$ -
<b>Total Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Decreases(Uses) of Reserved &amp; Designated Funds Available</b>				
Designations for Anticipated Grants	\$ -	\$ -	\$ -	\$ -
<b>Total Decreases in Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Increases of Reserved &amp; Designated Funds Available</b>				
Designations for Anticipated Grants	\$ -	\$ -	\$ -	\$ -
<b>Total Increases in Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available</b>				
Designations for Anticipated Grants	\$ -	\$ -	\$ -	\$ -
<b>Total Ending Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Revenue &amp; Expenditure Detail by Category</b>				
<b>Revenues</b>				
Intergovernmental	\$ 4,506,069	\$ 4,153,940	\$ 3,768,795	\$ 3,768,795
Other Revenues	837,147	1,975,134	1,502,169	1,296,124
<b>Total Revenues</b>	<b>\$ 5,343,216</b>	<b>\$ 6,129,074</b>	<b>\$ 5,270,964</b>	<b>\$ 5,064,919</b>
<b>Expenditures</b>				
Personal Services	\$ 1,441,799	\$ 1,451,307	\$ 1,721,571	\$ 1,675,316
Supplies & Services	2,788,529	7,417,084	4,007,069	3,629,901
Interfund Charges	16,746	24,996	22,188	35,850
Capital Related	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 4,247,074</b>	<b>\$ 8,893,387</b>	<b>\$ 5,750,828</b>	<b>\$ 5,341,067</b>

## COMMUNITY DEVELOPMENT FUND

	2005	2006	2007	2008	2009	2010	2011
	Actual	Projection	Adopted	Projected	Projected	Projected	Projected
<b>Long Range Outlook</b>							
Revenues	\$ 6,421,674	\$ 5,547,112	\$ 5,341,067	\$ 5,341,067	\$ 5,341,067	\$ 5,341,067	\$ 5,341,067
Expenditures - Operating	8,893,387	5,750,828	5,341,067	5,341,067	5,341,067	5,341,067	5,341,067
Expenditures - Capital	-	-	-	-	-	-	-
<b>Surplus / (Deficit)</b>	<b>\$ (2,471,713)</b>	<b>\$ (203,716)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Beginning Funds Available	\$ 2,675,429	\$ 203,716	\$ -	\$ -	\$ -	\$ -	\$ -
Inc/(Dec) in Funds Available	(2,471,713)	(203,716)	-	-	-	-	-
<b>Ending Funds Available</b>	<b>\$ 203,716</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Community Development Fund

The Community Development Fund is composed of the Community Development Block Grant (CDBG) and the Home Investment Partnership (HOME) program funds from the United States Department of Housing and Urban Development (HUD). Funds are spent on qualifying projects within the City. Expenditures vary from year to year, depending on both the grant amount and project completion timeframes.

In 2005, the Community Development Fund received \$4.2 million in HUD grants, \$292,600 from the City's grant match through a transfer from the General Fund, along with \$2.0 million in program income and commercial customer match funds. Through the commercial renovation program, some highly-visible buildings along the Colfax corridor were slated for rehabilitation: the ARC Building, Fast Cash Pawn, and the Young Building. In addition, CDBG grants were earmarked for Trolley Island and partial land acquisition costs for the potential Salvation Army Recreation (Kroc) Center project. Prior to 2005, the City budgeted only for the funding needs in any given year (cash basis). As a result, a funds available balance accumulated, even though the funds were allocated for certain projects. Starting in spring 2005, the City fully appropriated all available funds to match the approved federal spending plan. Due to the change in appropriation practice mentioned above, all funds available are budgeted and are projected to be spent. This change in policy necessitated a \$4.6 million (109.4 percent) increase in appropriations to fully allocate all funds.

In 2006, revenues and transfers are projected to decline \$874,600. Community Development will receive \$385,200 less funding from HUD, \$473,000 fewer program income dollars, and a decrease in the City grant match to HOME of \$16,400. Program income declined as a result of decreasing loan repayments and lower customer match funding due to the end of the Broyhill project. There is also a \$3.1 million expenditure decrease in 2006 due to the prior one-time appropriation of funds available in 2005. Planned expenditures include the renovation of the ARC building, which will include improvements to the streetscape and landscaping. In addition, CDF will increase its share of funding for City Code Enforcement and Neighborhood Support by funding the costs for eight Code Enforcement Inspectors and most of the funding for the Original Aurora Renewal program. The funds available are expected to remain zero, as all funds are appropriated in accordance with the approved federal spending plan.

For 2007, revenues, including transfers, are expected to decrease \$206,000 due to lower program income and revenues from the Commercial Renovation program. The HUD grants for 2007 are anticipated to be equal to the 2006 grant receipts. This decrease in revenue will be offset by declining loan payoffs. Community Development projects total spending of \$5,341,000. Total FTE will be reduced by 3.1, which includes a reduction of 0.6 FTE and transferring 2.5 FTE back to other funds, freeing up monies for other projects. One of the FTE transfers is a code officer, leaving seven code officers funded in the Community Development Fund. The funding for these positions will allow budget to be redistributed to the Public Services, Facilities, and Rehabilitation program areas. The funding for Colfax Streetscape, Handicap Access, and Rehabilitation of Buildings will increase this year due to the reallocation of funds. Once again, funds available are expected to remain zero by the end of 2007.

From 2008 through 2011, because Federal funding is difficult to anticipate, no revenue increase is projected, which will cause expenditures to also remain constant.

## COMMUNITY MAINTENANCE FUND SUMMARY

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Sources and Uses of Funds</b>				
<b>Sources of Funds</b>				
Revenues	\$ 3,496,242	\$ 104	\$ 149,600	\$ 6,277
Transfers In (from other funds)	-	-	-	-
From Decrease in Reserves & Designated Funds Available	-	-	-	-
<b>Total Sources Before Decrease in Funds Available</b>	<b>\$ 3,496,242</b>	<b>\$ 104</b>	<b>\$ 149,600</b>	<b>\$ 6,277</b>
From Decrease in Undesignated Funds Available	-	3,905	-	-
<b>Total Sources</b>	<b>\$ 3,496,242</b>	<b>\$ 4,009</b>	<b>\$ 149,600</b>	<b>\$ 6,277</b>
<b>Uses of Funds</b>				
Expenditures *	\$ 1,000,000	\$ -	\$ -	\$ -
Transfers Out (to other funds)	2,485,000	4,009	-	-
To Increase Reserves & Designated Funds Available	-	-	-	-
<b>Total Uses Before Increase in Funds Available</b>	<b>\$ 3,485,000</b>	<b>\$ 4,009</b>	<b>\$ -</b>	<b>\$ -</b>
To Increase Undesignated Funds Available	11,242	-	149,600	6,277
<b>Total Uses</b>	<b>\$ 3,496,242</b>	<b>\$ 4,009</b>	<b>\$ 149,600</b>	<b>\$ 6,277</b>
<b>Changes in Unreserved &amp; Undesignated Funds Available</b>				
<b>Beginning Unreserved &amp; Undesignated Funds Available</b>	<b>\$ -</b>	<b>\$ 11,242</b>	<b>\$ 7,337</b>	<b>\$ 156,937</b>
Revenues & Other Sources	3,496,242	104	149,600	6,277
Expenditures & Other Uses	(3,485,000)	(4,009)	-	-
<b>Net Changes in Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 11,242</b>	<b>\$ (3,905)</b>	<b>\$ 149,600</b>	<b>\$ 6,277</b>
<b>Ending Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 11,242</b>	<b>\$ 7,337</b>	<b>\$ 156,937</b>	<b>\$ 163,214</b>
<b>Changes in Reserved &amp; Designated Funds Available</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Decreases in Reserved & Designated	-	-	-	-
Increases in Reserved & Designated	-	-	-	-
<b>Net Changes in Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Ending Funds Available</b>				
<b>Total Beginning Funds Available</b>	<b>\$ -</b>	<b>\$ 11,242</b>	<b>\$ 7,337</b>	<b>\$ 156,937</b>
Changes in Unreserved & Undesignated Funds Available	11,242	(3,905)	149,600	6,277
Changes in Reserved & Designated Funds Available	-	-	-	-
<b>Net Changes in Funds Available</b>	<b>\$ 11,242</b>	<b>\$ (3,905)</b>	<b>\$ 149,600</b>	<b>\$ 6,277</b>
<b>Total Ending Funds Available</b>	<b>\$ 11,242</b>	<b>\$ 7,337</b>	<b>\$ 156,937</b>	<b>\$ 163,214</b>

\* Expenditures exclude prior year's carryovers, if applicable.

## COMMUNITY MAINTENANCE FUND DETAIL

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Reserved &amp; Designated Funds Available Detail</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>				
Fitzsimons Redevelopment	\$ -	\$ -	\$ -	\$ -
<b>Total Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Decreases (Uses) of Reserved &amp; Designated Funds Available</b>				
Fitzsimons Redevelopment	\$ -	\$ -	\$ -	\$ -
<b>Total Decreases in Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Increases of Reserved &amp; Designated Funds Available</b>				
Fitzsimons Redevelopment	\$ -	\$ -	\$ -	\$ -
<b>Total Increases in Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available</b>				
Fitzsimons Redevelopment	\$ -	\$ -	\$ -	\$ -
<b>Total Ending Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Revenue &amp; Expenditure Detail by Category</b>				
<b>Revenues</b>				
Investment Income	\$ 1,156,862	\$ 104	\$ 9,600	\$ 6,277
Other Revenues	2,339,380	-	140,000	-
<b>Total Revenues</b>	<b>\$ 3,496,242</b>	<b>\$ 104</b>	<b>\$ 149,600</b>	<b>\$ 6,277</b>
<b>Expenditures</b>				
Capital Projects (Continuing Appropriation)	\$ 1,000,000	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## COMMUNITY MAINTENANCE FUND

	2005	2006	2007	2008	2009	2010	2011
	Actual	Projection	Adopted	Projected	Projected	Projected	Projected
<b>Long Range Outlook</b>							
Revenues	\$ 104	\$ 149,600	\$ 6,277	\$ 6,529	\$ 6,790	\$ 7,061	\$ 7,344
Expenditures - Operating	4,009	-	-	-	-	-	-
Expenditures - Capital	-	-	-	-	-	-	-
<b>Surplus / (Deficit)</b>	<b>\$ (3,905)</b>	<b>\$ 149,600</b>	<b>\$ 6,277</b>	<b>\$ 6,529</b>	<b>\$ 6,790</b>	<b>\$ 7,061</b>	<b>\$ 7,344</b>
Beginning Funds Available	\$ 11,242	\$ 7,337	\$ 156,937	\$ 163,214	\$ 169,743	\$ 176,533	\$ 183,594
Inc/(Dec) in Funds Available	(3,905)	149,600	6,277	6,529	6,790	7,061	7,344
<b>Ending Funds Available</b>	<b>\$ 7,337</b>	<b>\$ 156,937</b>	<b>\$ 163,214</b>	<b>\$ 169,743</b>	<b>\$ 176,533</b>	<b>\$ 183,594</b>	<b>\$ 190,938</b>

## Community Maintenance Fund

The Community Maintenance Fund was created by ordinance in 1986 for the development and operation of community maintenance programs in Original Aurora. The major source of revenue for the Community Maintenance Fund was surpluses from single and multi-family mortgage revenue bonds and related interest earnings.

In 2004, the E-470 Authority repaid a \$3.5 million loan (principal plus interest). The revenue was used to fund a \$1.0 million E-470/I-70 interchange study and transfer \$2.5 million to the General Fund in 2004 for budget balancing.

In 2005, a small amount of revenue was earned from interest income on the fund balance. 2005 expenditures result from a transfer to the General Fund.

In 2006, revenue is made up of interest income and a \$140,000 fee paid to the City for providing debt on behalf of Woodridge Multi-Family Housing.

In 2007 and beyond, projected revenues are related to interest income.

Once work is completed on the E-470/I-70 interchange study, the remaining funds will be moved out the Community Maintenance Fund and the fund will be closed.

## CONSERVATION TRUST FUND SUMMARY

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Sources and Uses of Funds</b>				
<b>Sources of Funds</b>				
Revenues	\$ 2,703,320	\$ 3,032,253	\$ 3,031,600	\$ 3,025,300
Transfers In (from other funds)	-	-	-	-
From Decrease in Reserves & Designated Funds Available	1,208,515	69,732	320,668	-
<b>Total Sources Before Decrease in Funds Available</b>	<b>\$ 3,911,835</b>	<b>\$ 3,101,985</b>	<b>\$ 3,352,268</b>	<b>\$ 3,025,300</b>
From Decrease in Undesignated Funds Available	-	63,828	-	-
<b>Total Sources</b>	<b>\$ 3,911,835</b>	<b>\$ 3,165,813</b>	<b>\$ 3,352,268</b>	<b>\$ 3,025,300</b>
<b>Uses of Funds</b>				
Expenditures *	\$ 3,753,360	\$ 2,845,145	\$ 2,946,487	\$ 2,016,283
Transfers Out (to other funds)	-	-	-	-
To Increase Reserves & Designated Funds Available	69,732	320,668	-	-
<b>Total Uses Before Increase in Funds Available</b>	<b>\$ 3,823,092</b>	<b>\$ 3,165,813</b>	<b>\$ 2,946,487</b>	<b>\$ 2,016,283</b>
To Increase Undesignated Funds Available	88,743	-	405,781	1,009,017
<b>Total Uses</b>	<b>\$ 3,911,835</b>	<b>\$ 3,165,813</b>	<b>\$ 3,352,268</b>	<b>\$ 3,025,300</b>
<b>Changes in Unreserved &amp; Undesignated Funds Available</b>				
<b>Beginning Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 405,485</b>	<b>\$ 494,228</b>	<b>\$ 430,400</b>	<b>\$ 836,181</b>
Revenues & Other Sources	3,911,835	3,101,985	3,352,268	3,025,300
Expenditures & Other Uses	(3,823,092)	(3,165,813)	(2,946,487)	(2,016,283)
<b>Net Changes in Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 88,743</b>	<b>\$ (63,828)</b>	<b>\$ 405,781</b>	<b>\$ 1,009,017</b>
<b>Ending Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 494,228</b>	<b>\$ 430,400</b>	<b>\$ 836,181</b>	<b>\$ 1,845,198</b>
<b>Changes in Reserved &amp; Designated Funds Available</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ 1,208,515</b>	<b>\$ 69,732</b>	<b>\$ 320,668</b>	<b>\$ -</b>
Decreases in Reserved & Designated	(1,208,515)	(69,732)	(320,668)	-
Increases in Reserved & Designated	69,732	320,668	-	-
<b>Net Changes in Reserved &amp; Designated Funds Available</b>	<b>\$ (1,138,783)</b>	<b>\$ 250,936</b>	<b>\$ (320,668)</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available</b>	<b>\$ 69,732</b>	<b>\$ 320,668</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Ending Funds Available</b>				
<b>Total Beginning Funds Available</b>	<b>\$ 1,613,997</b>	<b>\$ 563,957</b>	<b>\$ 751,065</b>	<b>\$ 836,178</b>
Changes in Unreserved & Undesignated Funds Available	88,743	(63,828)	405,781	1,009,017
Changes in Reserved & Designated Funds Available	(1,138,783)	250,936	(320,668)	-
<b>Net Changes in Funds Available</b>	<b>\$ (1,050,040)</b>	<b>\$ 187,108</b>	<b>\$ 85,113</b>	<b>\$ 1,009,017</b>
<b>Total Ending Funds Available</b>	<b>\$ 563,957</b>	<b>\$ 751,065</b>	<b>\$ 836,178</b>	<b>\$ 1,845,195</b>

\* Expenditures exclude prior year's carryovers, if applicable.

## CONSERVATION TRUST FUND DETAIL

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Reserved &amp; Designated Funds Available Detail</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>				
Reserved for Planned Future Use	\$ 1,208,515	\$ 69,732	\$ 320,668	\$ -
<b>Total Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ 1,208,515</b>	<b>\$ 69,732</b>	<b>\$ 320,668</b>	<b>\$ -</b>
<b>Decreases (Uses) of Reserved &amp; Designated Funds Available</b>				
Reserved for Planned Future Use	\$ 1,208,515	\$ 69,732	\$ 320,668	\$ -
<b>Total Decreases in Reserved &amp; Designated Funds Available</b>	<b>\$ 1,208,515</b>	<b>\$ 69,732</b>	<b>\$ 320,668</b>	<b>\$ -</b>
<b>Increases of Reserved &amp; Designated Funds Available</b>				
Reserved for Planned Future Use	\$ 69,732	\$ 320,668	\$ -	\$ -
<b>Total Increases in Reserved &amp; Designated Funds Available</b>	<b>\$ 69,732</b>	<b>\$ 320,668</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available</b>				
Reserved for Planned Future Use	\$ 69,732	\$ 320,668	\$ -	\$ -
<b>Total Ending Reserved &amp; Designated Funds Available</b>	<b>\$ 69,732</b>	<b>\$ 320,668</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Revenue &amp; Expenditure Detail by Category</b>				
<b>Revenues</b>				
Intergovernmental	\$ 2,547,999	\$ 2,849,681	\$ 2,845,300	\$ 2,845,300
Other Revenues	155,321	182,572	186,300	180,000
<b>Total Revenues</b>	<b>\$ 2,703,320</b>	<b>\$ 3,032,253</b>	<b>\$ 3,031,600</b>	<b>\$ 3,025,300</b>
<b>Expenditures</b>				
Personal Services	\$ 462,400	\$ 457,038	\$ 469,386	\$ 488,661
Supplies & Services	3,570	550	31,350	67,830
Interfund Charges	5,640	5,557	5,557	6,792
Capital Projects (Continuing Appropriation)	3,281,750	2,382,000	2,440,194	1,453,000
<b>Total Expenditures</b>	<b>\$ 3,753,360</b>	<b>\$ 2,845,145</b>	<b>\$ 2,946,487</b>	<b>\$ 2,016,283</b>

## CONSERVATION TRUST FUND

	2005	2006	2007	2008	2009	2010	2011
	Actual	Projection	Adopted	Projected	Projected	Projected	Projected
<b>Long Range Outlook</b>							
Revenues	\$ 3,032,253	\$ 3,031,600	\$ 3,025,300	\$ 3,025,300	\$ 3,025,300	\$ 3,025,300	\$ 3,025,300
Expenditures - Operating	463,145	506,293	563,283	551,609	569,844	587,970	610,855
Expenditures - Capital	2,382,000	2,440,194	1,453,000	4,151,740	2,205,000	1,469,700	2,585,871
<b>Surplus / (Deficit)</b>	<b>\$ 187,108</b>	<b>\$ 85,113</b>	<b>\$ 1,009,017</b>	<b>\$ (1,678,049)</b>	<b>\$ 250,456</b>	<b>\$ 967,630</b>	<b>\$ (171,426)</b>
Beginning Funds Available	\$ 563,957	\$ 751,065	\$ 836,178	\$ 1,845,195	\$ 167,146	\$ 417,602	\$ 1,385,232
Inc/(Dec) in Funds Available	187,108	85,113	1,009,017	(1,678,049)	250,456	967,630	(171,426)
<b>Ending Funds Available</b>	<b>\$ 751,065</b>	<b>\$ 836,178</b>	<b>\$ 1,845,195</b>	<b>\$ 167,146</b>	<b>\$ 417,602</b>	<b>\$ 1,385,232</b>	<b>\$ 1,213,805</b>

## Conservation Trust Fund

Pursuant to Colorado law, the Conservation Trust Fund is used for the acquisition, development, and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes on any public site. The source of revenue is Lottery proceeds distributed by the State of Colorado. This revenue source has been gradually weakening every year due to a reduction in sales. However, a new Scratch Game was introduced in 2006, reviving public interest.

Beginning in 2005, the Conservation Trust Fund allocation was split between Library, Recreation, and Cultural Services projects as well as Parks and Open Space Department projects. Total 2005 expenditures were \$908,200 (24.2 percent) less than 2004 due to several large one-time projects in 2004. Revenues, however, increased \$328,900 (12.2 percent) due to strong participation in the Powerball game in the third quarter of 2005. The majority of 2005 capital appropriations were related to: construction at General's Park, an addition to the Senior Center at Del Mar, and beginning remodeling efforts at the Beck Recreation Center. Ending funds available increased \$187,100 (33.2 percent).

The new Scratch Game is expected to keep 2006 revenues level with 2005. Expenditures are expected to increase \$101,300 (3.6 percent) related to beginning construction at Utah Park, continuing work on the Senior Center addition at Del Mar, and Beck Recreation Center remodeling efforts. However, the net effect on ending funds available is a slight increase of \$85,100 (11.3 percent).

In 2007, expenditures decrease \$930,200 (31.6 percent) primarily due to a delay in the next phase of the Beck Recreation Center remodel. The majority of the remodel was originally planned for 2007, but is now planned for 2008. Additional projects include construction in the Ponderosa Preserve, buildings at the Quincy Reservoir, and a water wall at the Aurora Reservoir beach. Ending funds available increase \$1.0 million (120.7 percent), but will decline by \$1.6 million (84.4 percent) in 2008 when construction at the Beck Recreation Center begins.

Completion of the Beck Recreation Center remodel is expected in 2009. The Library, Recreation, and Cultural Services Department is planning a bathhouse and family aquatics center at the Del Mar Pool in 2011. Major future construction projects from the Parks and Open Space Department include: construction at City Park and the Rocky Ridge parking lot in 2009; partial funding for Montview Park and Quincy Buckley Park construction in 2010; and land acquisitions through 2008. A complete five-year capital detail plan for the Conservation Trust Fund is included in the Capital Section of this budget book. Projects that are partially funded by the Facilities Master Plan II are noted in the plan.

## CULTURAL SERVICES FUND SUMMARY

	2004 Actual**	2005 Actual	2006 Projection	2007 Adopted
<b>Sources and Uses of Funds</b>				
<b>Sources of Funds</b>				
Revenues	\$ 1,129,159	\$ 1,036,844	\$ 1,089,150	\$ 1,149,585
Transfers In (from other funds, AIPP-related)	1,003,225	553,086	-	200,000
Transfers In (from other funds, not AIPP-related)	196,107	931,974	965,968	1,106,654
From Decrease in Reserves & Designated Funds Available	-	1,009,793	1,024,807	911,934
<b>Total Sources Before Decrease in Funds Available</b>	<b>\$ 2,328,491</b>	<b>\$ 3,531,697</b>	<b>\$ 3,079,925</b>	<b>\$ 3,368,173</b>
From Decrease in Undesignated Funds Available	1,177,106	-	-	-
<b>Total Sources</b>	<b>\$ 3,505,597</b>	<b>\$ 3,531,697</b>	<b>\$ 3,079,925</b>	<b>\$ 3,368,173</b>
<b>Uses of Funds</b>				
Expenditures *	\$ 2,091,453	\$ 2,177,196	\$ 2,403,015	\$ 2,505,220
Transfers Out (to other funds)	-	-	-	-
To Increase Reserves & Designated Funds Available	1,414,144	1,154,591	659,650	825,510
<b>Total Uses Before Increase in Funds Available</b>	<b>\$ 3,505,597</b>	<b>\$ 3,331,787</b>	<b>\$ 3,062,665</b>	<b>\$ 3,330,730</b>
To Increase Undesignated Funds Available	-	199,910	17,260	37,443
<b>Total Uses</b>	<b>\$ 3,505,597</b>	<b>\$ 3,531,697</b>	<b>\$ 3,079,925</b>	<b>\$ 3,368,173</b>
<b>Changes in Unreserved &amp; Undesignated Funds Available</b>				
<b>Beginning Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 977,726</b>	<b>\$ (199,380)</b>	<b>\$ 529</b>	<b>\$ 17,789</b>
Revenues & Other Sources	2,328,491	3,531,697	3,079,925	3,368,173
Expenditures & Other Uses	(3,505,597)	(3,331,787)	(3,062,665)	(3,330,730)
<b>Net Changes in Unreserved &amp; Undesignated Funds Available</b>	<b>\$ (1,177,106)</b>	<b>\$ 199,910</b>	<b>\$ 17,260</b>	<b>\$ 37,443</b>
<b>Ending Unreserved &amp; Undesignated Funds Available</b>	<b>\$ (199,380)</b>	<b>\$ 529</b>	<b>\$ 17,789</b>	<b>\$ 55,232</b>
<b>Changes in Reserved &amp; Designated Funds Available***</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ 1,414,144</b>	<b>\$ 1,558,943</b>	<b>\$ 1,193,786</b>
Decreases in Reserved & Designated	-	(1,009,793)	(1,024,807)	(911,934)
Increases in Reserved & Designated	1,414,144	1,154,591	659,650	825,510
<b>Net Changes in Reserved &amp; Designated Funds Available</b>	<b>\$ 1,414,144</b>	<b>\$ 144,798</b>	<b>\$ (365,157)</b>	<b>\$ (86,424)</b>
<b>Ending Reserved &amp; Designated Funds Available</b>	<b>\$ 1,414,144</b>	<b>\$ 1,558,943</b>	<b>\$ 1,193,786</b>	<b>\$ 1,107,362</b>
<b>Total Ending Funds Available</b>				
<b>Total Beginning Funds Available</b>	<b>\$ 977,726</b>	<b>\$ 1,214,764</b>	<b>\$ 1,559,472</b>	<b>\$ 1,211,575</b>
Changes in Unreserved & Undesignated Funds Available	(1,177,106)	199,910	17,260	37,443
Changes in Reserved & Designated Funds Available	1,414,144	144,798	(365,157)	(86,424)
<b>Net Changes in Funds Available</b>	<b>\$ 237,038</b>	<b>\$ 344,708</b>	<b>\$ (347,897)</b>	<b>\$ (48,981)</b>
<b>Total Ending Funds Available</b>	<b>\$ 1,214,764</b>	<b>\$ 1,559,472</b>	<b>\$ 1,211,575</b>	<b>\$ 1,162,594</b>

\* Expenditures exclude prior year's carryovers, if applicable.

\*\* In 2004, the Cultural Services Fund Transfers In differs by \$746,799 from the CAFR as the budget shows that the transfer of CSF fund balance from the Recreation Fund in 2003. The CAFR shows the transfer occurring in 2004.

\*\*\* Designated funds available differ from the CAFR as this document designates funds based on subfund whereas the CAFR does not.

## CULTURAL SERVICES FUND DETAIL

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Reserved &amp; Designated Funds Available Detail ***</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>				
Gifts and Grants	\$ -	\$ 229,974	\$ 193,541	\$ 135,576
SCFD	-	296,923	54,197	166,750
Art in Public Places	-	887,247	1,311,205	891,460
<b>Total Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ 1,414,144</b>	<b>\$ 1,558,943</b>	<b>\$ 1,193,786</b>
<b>Decreases (Uses) of Reserved &amp; Designated Funds Available</b>				
Gifts and Grants	\$ -	\$ 313,600	\$ 289,715	\$ 366,049
SCFD	-	550,308	263,847	431,900
Art in Public Places	-	145,885	471,245	113,985
<b>Total Decreases in Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ 1,009,793</b>	<b>\$ 1,024,807</b>	<b>\$ 911,934</b>
<b>Increases of Reserved &amp; Designated Funds Available</b>				
Gifts and Grants	\$ 229,974	\$ 277,166	\$ 231,750	\$ 235,543
SCFD	296,923	307,582	376,400	347,267
Art in Public Places	887,247	569,843	51,500	242,700
<b>Total Increases in Reserved &amp; Designated Funds Available</b>	<b>\$ 1,414,144</b>	<b>\$ 1,154,591</b>	<b>\$ 659,650</b>	<b>\$ 825,510</b>
<b>Ending Reserved &amp; Designated Funds Available</b>				
Gifts and Grants	\$ 229,974	\$ 193,541	\$ 135,576	\$ 5,070
SCFD	296,923	54,197	166,750	82,117
Art in Public Places	887,247	1,311,205	891,460	1,020,175
<b>Total Ending Reserved &amp; Designated Funds Available</b>	<b>\$ 1,414,144</b>	<b>\$ 1,558,943</b>	<b>\$ 1,193,786</b>	<b>\$ 1,107,362</b>
<b>Revenue &amp; Expenditure Detail by Category</b>				
<b>Revenues</b>				
Intergovernmental Revenues	\$ 418,153	\$ 300,410	\$ 377,100	\$ 346,967
Charges for Services	520,061	530,428	548,900	605,218
Investment Income	29,058	43,451	52,550	24,000
Other Revenues	161,887	162,555	110,600	173,400
<b>Total Revenues</b>	<b>\$ 1,129,159</b>	<b>\$ 1,036,844</b>	<b>\$ 1,089,150</b>	<b>\$ 1,149,585</b>
<b>Expenditures</b>				
Personal Services	\$ 1,253,325	\$ 1,232,509	\$ 1,192,948	\$ 1,290,873
Supplies & Services	837,075	920,221	1,185,782	1,184,634
Interfund Charges	1,293	24,466	24,285	29,713
Capital Related	(240)	-	-	-
<b>Total Expenditures</b>	<b>\$ 2,091,453</b>	<b>\$ 2,177,196</b>	<b>\$ 2,403,015</b>	<b>\$ 2,505,220</b>

## CULTURAL SERVICES FUND DETAIL

	2005	2006	2007	2008	2009	2010	2011
	Actual	Projection	Adopted	Projected	Projected	Projected	Projected
<b>Long Range Outlook</b>							
Revenues	\$ 2,521,904	\$ 2,055,118	\$ 2,456,239	\$ 2,513,279	\$ 2,568,588	\$ 2,625,536	\$ 2,684,173
Expenditures - Operating	2,177,196	2,403,015	2,505,220	2,618,237	2,726,570	2,837,479	2,966,589
Expenditures - Capital	-	-	-	-	-	-	-
<b>Surplus / (Deficit)</b>	<b>\$ 344,708</b>	<b>\$ (347,897)</b>	<b>\$ (48,981)</b>	<b>\$ (104,958)</b>	<b>\$ (157,982)</b>	<b>\$ (211,943)</b>	<b>\$ (282,416)</b>
Beginning Funds Available	\$ 1,214,764	\$ 1,559,472	\$ 1,211,575	\$ 1,162,594	\$ 1,057,636	\$ 899,654	\$ 687,711
Inc/(Dec) in Funds Available	344,708	(347,897)	(48,981)	(104,958)	(157,982)	(211,943)	(282,416)
<b>Ending Funds Available</b>	<b>\$ 1,559,472</b>	<b>\$ 1,211,575</b>	<b>\$ 1,162,594</b>	<b>\$ 1,057,636</b>	<b>\$ 899,654</b>	<b>\$ 687,711</b>	<b>\$ 405,295</b>

## Cultural Services Fund

The Cultural Services Fund accounts for cultural-related services provided to citizens. Funding for these services is provided by fees, donations, General Fund transfers, grant funds from the Scientific and Cultural Facilities District (SCFD), and proceeds from the Art In Public Places (AIPP) ordinance. General Fund transfers provide funding for mandated costs which include personal services, utilities, interfund charges, rental contracts, and custodial fees. SCFD grants, other gifts and grants, and AIPP proceeds are revenues designated for specific uses within the fund. Designated funds available have therefore been divided into three categories based on funding source: SCFD, other gifts and grants, and AIPP. This action was taken in order to document the structural subsidy shortfall. To remedy this shortfall, the Library, Recreation, and Cultural Services department proposed the use of Department General Fund vacancy savings through a 2006 fall supplemental and a General Fund transfer through a 2007 amendment.

For 2005, total revenue, excluding transfers in, decreased by \$92,300 (8.2 percent), due primarily to a \$67,800 decrease in grants from the SCFD. Transfers in increased by \$285,700 (23.8 percent), primarily attributable to increases in non-AIPP related transfers such as General Fund subsidy. Total expenditures increased by \$85,800 (4.1 percent), largely due to increased AIPP spending. Ending funds available increased by \$344,700 (28.4 percent), due to the increased amount of AIPP designated funds available. In 2005, \$1.3 million of the total ending funds available were designated for AIPP use.

In 2006, total revenue, excluding transfers in, is projected to increase by \$52,300, resulting from increased SCFD and earned revenues partially offset by a decrease in other gifts and donations. The elimination of the AIPP transfer, a decrease in the budgeted General Fund subsidy, and an anticipated \$49,000 one-time increase in General Fund subsidy from a planned fall supplemental, result in a net decrease of \$519,100 in transfers in. Total expenditures are expected to increase \$225,800 (10.4 percent), netting from increases in AIPP related spending and a decrease in personal services spending. Ending designated funds available are forecast to decrease \$347,900 as a net result of the planned draw down of AIPP funds available, and an increase in SCFD funds available. Undesignated funds available are projected to increase as a result of the planned fall supplemental request.

In 2007, total revenue, excluding transfers in, is projected to increase \$60,400 due to increased administrative fees. Transfers in are expected to increase \$340,700 due to the reinstatement of the AIPP transfer and increases in the General Fund subsidy resulting from rising mandated costs and 2007 amendments. Total expenditures are projected to increase \$102,200, which is a net result of \$112,700 in 2007 adds, and personal services and interfund charge increases offset by a decrease in supplies and services. Total ending funds available are forecast to decrease \$49,000 in 2007 with an \$86,400 decrease in reserved funds available and a \$37,400 increase in unreserved funds available.

The five-year outlook projects a spending deficit for 2006 and 2007, and constant funds available every year thereafter. Projected expenditures and revenues are based on 2007 adopted amounts, along with the following growth assumptions: 3.0 to 3.5 percent growth in personal services salaries and salary related benefits; 8.0 to 15.0 percent growth in non-salary-related benefits; 10.0 percent growth in utilities and interfund charges; 4.0 percent growth in supplies and services. 3.0 - 3.2 percent growth in charges for services; 0.75 percent growth in other revenues; and 3.0 - 3.2 percent growth in General Fund subsidy revenue. The long-range outlook for this fund indicates a structural imbalance between earned revenues and expenditures. Long-term considerations for this fund indicate continued revenue enhancement is required and/or additional cost reductions should be considered. Various revenue enhancement options include increasing the General Fund subsidy each year, increasing earned revenue and/or seeking out new fund raising opportunities each year. New program costs will require sufficient offsetting revenues.

## DEBT SERVICE GENERAL OBLIGATION FUND SUMMARY

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Sources and Uses of Funds</b>				
<b>Sources of Funds</b>				
Revenues	\$ 6,392,709	\$ 6,435,083	\$ 6,324,809	\$ 6,344,571
Transfers In (from other funds)	1,761,100	1,761,100	1,761,100	1,761,100
From Decrease in Reserves & Designated Funds Available	-	-	-	-
<b>Total Sources Before Decrease in Funds Available</b>	<b>\$ 8,153,809</b>	<b>\$ 8,196,183</b>	<b>\$ 8,085,909</b>	<b>\$ 8,105,671</b>
From Decrease in Undesignated Funds Available	-	-	-	-
<b>Total Sources</b>	<b>\$ 8,153,809</b>	<b>\$ 8,196,183</b>	<b>\$ 8,085,909</b>	<b>\$ 8,105,671</b>
<b>Uses of Funds</b>				
Expenditures *	\$ 7,973,012	\$ 7,976,113	\$ 8,007,391	\$ 8,017,131
Transfers Out (to other funds)	-	-	-	-
To Increase Reserves & Designated Funds Available	180,797	220,070	78,518	88,540
<b>Total Uses Before Increase in Funds Available</b>	<b>\$ 8,153,809</b>	<b>\$ 8,196,183</b>	<b>\$ 8,085,909</b>	<b>\$ 8,105,671</b>
To Increase Undesignated Funds Available	-	-	-	-
<b>Total Uses</b>	<b>\$ 8,153,809</b>	<b>\$ 8,196,183</b>	<b>\$ 8,085,909</b>	<b>\$ 8,105,671</b>
<b>Changes in Unreserved &amp; Undesignated Funds Available</b>				
<b>Beginning Unreserved &amp; Undesignated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Revenues & Other Sources	8,153,809	8,196,183	8,085,909	8,105,671
Expenditures & Other Uses	(8,153,809)	(8,196,183)	(8,085,909)	(8,105,671)
<b>Net Changes in Unreserved &amp; Undesignated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Unreserved &amp; Undesignated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Changes in Reserved &amp; Designated Funds Available</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ 615,956</b>	<b>\$ 796,753</b>	<b>\$ 1,016,823</b>	<b>\$ 1,095,341</b>
Decreases in Reserved & Designated	-	-	-	-
Increases in Reserved & Designated	180,797	220,070	78,518	88,540
<b>Net Changes in Reserved &amp; Designated Funds Available</b>	<b>\$ 180,797</b>	<b>\$ 220,070</b>	<b>\$ 78,518</b>	<b>\$ 88,540</b>
<b>Ending Reserved &amp; Designated Funds Available</b>	<b>\$ 796,753</b>	<b>\$ 1,016,823</b>	<b>\$ 1,095,341</b>	<b>\$ 1,183,881</b>
<b>Total Ending Funds Available</b>				
<b>Total Beginning Funds Available</b>	<b>\$ 615,956</b>	<b>\$ 796,753</b>	<b>\$ 1,016,823</b>	<b>\$ 1,095,341</b>
Changes in Unreserved & Undesignated Funds Available	-	-	-	-
Changes in Reserved & Designated Funds Available	180,797	220,070	78,518	88,540
<b>Net Changes in Funds Available</b>	<b>\$ 180,797</b>	<b>\$ 220,070</b>	<b>\$ 78,518</b>	<b>\$ 88,540</b>
<b>Total Ending Funds Available</b>	<b>\$ 796,753</b>	<b>\$ 1,016,823</b>	<b>\$ 1,095,341</b>	<b>\$ 1,183,881</b>

\* Expenditures exclude prior year's carryovers, if applicable.

## DEBT SERVICE GENERAL OBLIGATION FUND DETAIL

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Reserved &amp; Designated Funds Available Detail</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>				
Reserved for Debt Service	\$ 615,956	\$ 796,753	\$ 1,016,823	\$ 1,095,341
<b>Total Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ 615,956</b>	<b>\$ 796,753</b>	<b>\$ 1,016,823</b>	<b>\$ 1,095,341</b>
<b>Decreases (Uses) of Reserved &amp; Designated Funds Available</b>				
Reserved for Debt Service	\$ -	\$ -	\$ -	\$ -
<b>Total Decreases in Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Increases of Reserved &amp; Designated Funds Available</b>				
Reserved for Debt Service	\$ 180,797	\$ 220,070	\$ 78,518	\$ 88,540
<b>Total Increases in Reserved &amp; Designated Funds Available</b>	<b>\$ 180,797</b>	<b>\$ 220,070</b>	<b>\$ 78,518</b>	<b>\$ 88,540</b>
<b>Ending Reserved &amp; Designated Funds Available</b>				
Reserved for Debt Service	\$ 796,753	\$ 1,016,823	\$ 1,095,341	\$ 1,183,881
<b>Total Ending Reserved &amp; Designated Funds Available</b>	<b>\$ 796,753</b>	<b>\$ 1,016,823</b>	<b>\$ 1,095,341</b>	<b>\$ 1,183,881</b>
<b>Revenue &amp; Expenditure Detail by Category</b>				
<b>Revenues</b>				
Taxes	\$ 6,303,578	\$ 6,321,215	\$ 6,246,663	\$ 6,259,481
Other Revenues	89,131	113,868	78,146	85,090
<b>Total Revenues</b>	<b>\$ 6,392,709</b>	<b>\$ 6,435,083</b>	<b>\$ 6,324,809</b>	<b>\$ 6,344,571</b>
<b>Expenditures</b>				
Supplies & Services	\$ 63,036	\$ 63,212	\$ 61,900	\$ 62,100
Debt Related	7,909,976	7,912,901	7,945,491	7,955,031
<b>Total Expenditures</b>	<b>\$ 7,973,012</b>	<b>\$ 7,976,113</b>	<b>\$ 8,007,391</b>	<b>\$ 8,017,131</b>

**DEBT SERVICE GENERAL OBLIGATION FUND**

	2005	2006	2007	2008	2009	2010	2011
	Actual	Projection	Adopted	Projected	Projected	Projected	Projected
<b>Long Range Outlook</b>							
Revenues	\$ 8,196,183	\$ 8,085,909	\$ 8,105,671	\$ 8,064,486	\$ 8,066,380	\$ 7,603,097	\$ 7,605,146
Expenditures - Operating	7,976,113	8,007,391	8,017,131	8,017,131	8,017,131	7,551,878	7,551,878
Expenditures - Capital	-	-	-	-	-	-	-
<b>Surplus / (Deficit)</b>	<b>\$ 220,070</b>	<b>\$ 78,518</b>	<b>\$ 88,540</b>	<b>\$ 47,355</b>	<b>\$ 49,249</b>	<b>\$ 51,219</b>	<b>\$ 53,268</b>
Beginning Funds Available	\$ 796,753	\$ 1,016,823	\$ 1,095,341	\$ 1,183,881	\$ 1,231,236	\$ 1,280,485	\$ 1,331,704
Inc/(Dec) in Funds Available	220,070	78,518	88,540	47,355	49,249	51,219	53,268
<b>Ending Funds Available</b>	<b>\$ 1,016,823</b>	<b>\$ 1,095,341</b>	<b>\$ 1,183,881</b>	<b>\$ 1,231,236</b>	<b>\$ 1,280,485</b>	<b>\$ 1,331,704</b>	<b>\$ 1,384,972</b>

**Debt Service General Obligation Fund**

Expenditures from the Debt Service Fund are for payments of principal and interest on general obligation bonds. Fund revenues are from property taxes, General Fund transfers, and interest earnings. Debt Service Fund expenditures include bond payments for City projects such as the Detention Center; Alameda/I-225 Interchange; Sports Park; and the 2000 Library, Public Safety, and Parks and Open Space bonds.

2006 and 2007 revenues and expenditures are projected to remain comparable to 2005. The majority of the expenditures in this fund are for the 2000 bonds. Of the \$8.0 million in 2005 expenditures, \$4.7 million is for debt service for the 2000 bond projects. By the end of 2007, ending funds available will have increased approximately \$387,100 from 2004 due to accumulating interest income. There are no planned uses for these funds, though it is possible that the decision will be made to use a portion of the fund balance to offset debt service.

In 2008 and beyond, sources are set to equal uses with the exception of accumulating interest income, which is responsible for the growth of funds available. In 2009, the Public Safety bond will get paid off, which is the reason for the revenue and expenditure decrease starting in 2010.

## DEBT SERVICE SPECIAL IMPROVEMENT DISTRICT FUND SUMMARY

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Sources and Uses of Funds</b>				
<b>Sources of Funds</b>				
Revenues	\$ 51,686	\$ 577,926	\$ 505,711	\$ 302,376
Transfers In (from other funds)	-	30,000	-	-
From Decrease in Reserves & Designated Funds Available	-	-	-	-
<b>Total Sources Before Decrease in Funds Available</b>	<b>\$ 51,686</b>	<b>\$ 607,926</b>	<b>\$ 505,711</b>	<b>\$ 302,376</b>
From Decrease in Undesignated Funds Available	-	-	-	-
<b>Total Sources</b>	<b>\$ 51,686</b>	<b>\$ 607,926</b>	<b>\$ 505,711</b>	<b>\$ 302,376</b>
<b>Uses of Funds</b>				
Expenditures *	\$ -	\$ 561,418	\$ 476,555	\$ 299,837
Transfers Out (to other funds)	-	-	-	-
To Increase Reserves & Designated Funds Available	-	30,000	-	-
<b>Total Uses Before Increase in Funds Available</b>	<b>\$ -</b>	<b>\$ 591,418</b>	<b>\$ 476,555</b>	<b>\$ 299,837</b>
To Increase Undesignated Funds Available	51,686	16,508	29,156	2,539
<b>Total Uses</b>	<b>\$ 51,686</b>	<b>\$ 607,926</b>	<b>\$ 505,711</b>	<b>\$ 302,376</b>
<b>Changes in Unreserved &amp; Undesignated Funds Available</b>				
<b>Beginning Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 2,315</b>	<b>\$ 54,001</b>	<b>\$ 70,509</b>	<b>\$ 99,665</b>
Revenues & Other Sources	51,686	607,926	505,711	302,376
Expenditures & Other Uses	-	(591,418)	(476,555)	(299,837)
<b>Net Changes in Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 51,686</b>	<b>\$ 16,508</b>	<b>\$ 29,156</b>	<b>\$ 2,539</b>
<b>Ending Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 54,001</b>	<b>\$ 70,509</b>	<b>\$ 99,665</b>	<b>\$ 102,204</b>
<b>Changes in Reserved &amp; Designated Funds Available</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>
Decreases in Reserved & Designated	-	-	-	-
Increases in Reserved & Designated	-	30,000	-	-
<b>Net Changes in Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>
<b>Total Ending Funds Available</b>				
<b>Total Beginning Funds Available</b>	<b>\$ 2,315</b>	<b>\$ 54,001</b>	<b>\$ 100,509</b>	<b>\$ 129,665</b>
Changes in Unreserved & Undesignated Funds Available	51,686	16,508	29,156	2,539
Changes in Reserved & Designated Funds Available	-	30,000	-	-
<b>Net Changes in Funds Available</b>	<b>\$ 51,686</b>	<b>\$ 46,508</b>	<b>\$ 29,156</b>	<b>\$ 2,539</b>
<b>Total Ending Funds Available</b>	<b>\$ 54,001</b>	<b>\$ 100,509</b>	<b>\$ 129,665</b>	<b>\$ 132,204</b>

\* Expenditures exclude prior year's carryovers, if applicable.

## DEBT SERVICE SPECIAL IMPROVEMENT DISTRICT FUND DETAIL

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Reserved &amp; Designated Funds Available Detail</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>				
Fence Financing Reserve	\$ -	\$ -	\$ 30,000	\$ 30,000
<b>Total Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>
<b>Decreases (Uses) of Reserved &amp; Designated Funds Available</b>				
Fence Financing Reserve	\$ -	\$ -	\$ -	\$ -
<b>Total Decreases in Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Increases of Reserved &amp; Designated Funds Available</b>				
Fence Financing Reserve	\$ -	\$ 30,000	\$ -	\$ -
<b>Total Increases in Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available</b>				
Fence Financing Reserve	\$ -	\$ 30,000	\$ 30,000	\$ 30,000
<b>Total Ending Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>
<b>Revenue &amp; Expenditure Detail by Category</b>				
<b>Revenues</b>				
Taxes	\$ 35,912	\$ 535,211	\$ 412,157	\$ 261,636
Interest Earnings	15,774	42,715	93,554	40,740
<b>Total Revenues</b>	<b>\$ 51,686</b>	<b>\$ 577,926</b>	<b>\$ 505,711</b>	<b>\$ 302,376</b>
<b>Expenditures</b>				
Supplies & Services	\$ -	\$ 561,418	\$ 3,500	\$ 123,358
Debt Related	-	-	473,055	176,130
Capital Related	-	-	-	349
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 561,418</b>	<b>\$ 476,555</b>	<b>\$ 299,837</b>

**DEBT SERVICE SPECIAL IMPROVEMENT DISTRICT FUND**

	2005	2006	2007	2008	2009	2010	2011
	Actual	Projection	Adopted	Projected	Projected	Projected	Projected
<b>Long Range Outlook</b>							
Revenues	\$ 607,926	\$ 505,711	\$ 302,376	\$ 428,310	\$ 419,055	\$ 414,060	\$ 414,060
Expenditures - Operating	561,418	476,555	299,837	437,520	428,310	419,055	419,055
Expenditures - Capital	-	-	-	-	-	-	-
<b>Surplus / (Deficit)</b>	<b>\$ 46,508</b>	<b>\$ 29,156</b>	<b>\$ 2,539</b>	<b>\$ (9,210)</b>	<b>\$ (9,255)</b>	<b>\$ (4,995)</b>	<b>\$ (4,995)</b>
Beginning Funds Available	\$ 54,001	\$ 100,509	\$ 129,665	\$ 132,204	\$ 122,994	\$ 113,739	\$ 108,744
Inc/(Dec) in Funds Available	46,508	29,156	2,539	(9,210)	(9,255)	(4,995)	(4,995)
<b>Ending Funds Available</b>	<b>\$ 100,509</b>	<b>\$ 129,665</b>	<b>\$ 132,204</b>	<b>\$ 122,994</b>	<b>\$ 113,739</b>	<b>\$ 108,744</b>	<b>\$ 103,749</b>

**Debt Service Special Improvement District Fund**

Expenditures from the Debt Service Special Improvement District Fund are for payments of principal and interest on special assessment revenue bonds. Revenues are from special assessments and interest earnings.

In 2004, revenues were associated with the Smith Road SID 1-03. As there were no offsetting expenditures, ending funds available increased commensurately.

In 2005, revenues and expenditures increased due to the addition of the 56th Avenue SID 1-04 and a \$30,000 transfer from the Surplus and Deficiency Fund to create a fence financing reserve. Funds available increased by 46,500 due to a timing difference between actual tax collections and the debt service payment. Generally, the debt service payment in any given year is one year behind actual tax collections resulting a small balance that will be eliminated once the debt is fully paid.

In 2006, revenues and expenditures include the Dam West and Ptarmigan neighborhood fence SIDs. Funds available must be spent on debt service payments associated with the SIDs.

In 2007, revenues and expenditures decline due to a high number of prepaids for SID 1-04 (56th Avenue) and SID 2-03 (Dam West).

In the long range plan, both revenues and expenditures decline as the SID debt is paid off by property owners. The gradual decline of fund balance is due to timing differences between revenues and expenditures.

## DESIGNATED REVENUES FUND SUMMARY

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Sources and Uses of Funds</b>				
<b>Sources of Funds</b>				
Revenues	\$ 3,860,150	\$ 15,365,770	\$ 4,614,396	\$ 5,142,741
Transfers In (from other funds)	9,999,969	17,463,557	7,792,834	6,165,396
From Decrease in Reserves & Designated Funds Available	-	588,330	4,744,104	3,485,553
<b>Total Sources Before Decrease in Funds Available</b>	<b>\$ 13,860,119</b>	<b>\$ 33,417,657</b>	<b>\$ 17,151,334</b>	<b>\$ 14,793,690</b>
From Decrease in Undesignated Funds Available	-	5,484,704	-	-
<b>Total Sources</b>	<b>\$ 13,860,119</b>	<b>\$ 38,902,361</b>	<b>\$ 17,151,334</b>	<b>\$ 14,793,690</b>
<b>Uses of Funds</b>				
Expenditures *	\$ 8,281,453	\$ 33,076,524	\$ 7,023,770	\$ 12,438,989
Transfers Out (to other funds)	1,615,000	2,462,733	2,522,881	2,354,701
To Increase Reserves & Designated Funds Available	1,119,649	3,363,104	5,242,410	-
<b>Total Uses Before Increase in Funds Available</b>	<b>\$ 11,016,102</b>	<b>\$ 38,902,361</b>	<b>\$ 14,789,061</b>	<b>\$ 14,793,690</b>
To Increase Undesignated Funds Available	2,844,017	-	2,362,273	-
<b>Total Uses</b>	<b>\$ 13,860,119</b>	<b>\$ 38,902,361</b>	<b>\$ 17,151,334</b>	<b>\$ 14,793,690</b>
<b>Changes in Unreserved &amp; Undesignated Funds Available</b>				
<b>Beginning Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 5,161,704</b>	<b>\$ 8,005,721</b>	<b>\$ 2,521,017</b>	<b>\$ 4,883,290</b>
Revenues & Other Sources	13,860,119	33,417,657	17,151,334	14,793,690
Expenditures & Other Uses	(11,016,102)	(38,902,361)	(14,789,061)	(14,793,690)
<b>Net Changes in Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 2,844,017</b>	<b>\$ (5,484,704)</b>	<b>\$ 2,362,273</b>	<b>\$ -</b>
<b>Ending Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 8,005,721</b>	<b>\$ 2,521,017</b>	<b>\$ 4,883,290</b>	<b>\$ 4,883,290</b>
<b>Changes in Reserved &amp; Designated Funds Available</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ 4,525,747</b>	<b>\$ 5,645,396</b>	<b>\$ 8,420,170</b>	<b>\$ 8,918,476</b>
Decreases in Reserved & Designated	-	(588,330)	(4,744,104)	(3,485,553)
Increases in Reserved & Designated	1,119,649	3,363,104	5,242,410	-
<b>Net Changes in Reserved &amp; Designated Funds Available</b>	<b>\$ 1,119,649</b>	<b>\$ 2,774,774</b>	<b>\$ 498,306</b>	<b>\$ (3,485,553)</b>
<b>Ending Reserved &amp; Designated Funds Available</b>	<b>\$ 5,645,396</b>	<b>\$ 8,420,170</b>	<b>\$ 8,918,476</b>	<b>\$ 5,432,923</b>
<b>Total Ending Funds Available</b>				
<b>Total Beginning Funds Available</b>	<b>\$ 9,687,451</b>	<b>\$ 13,651,117</b>	<b>\$ 10,941,187</b>	<b>\$ 13,801,766</b>
Changes in Unreserved & Undesignated Funds Available	2,844,017	(5,484,704)	2,362,273	-
Changes in Reserved & Designated Funds Available	1,119,649	2,774,774	498,306	(3,485,553)
<b>Net Changes in Funds Available</b>	<b>\$ 3,963,666</b>	<b>\$ (2,709,930)</b>	<b>\$ 2,860,579</b>	<b>\$ (3,485,553)</b>
<b>Total Ending Funds Available</b>	<b>\$ 13,651,117</b>	<b>\$ 10,941,187</b>	<b>\$ 13,801,766</b>	<b>\$ 10,316,213</b>

\* Expenditures exclude prior year's carryovers, if applicable.

## DESIGNATED REVENUES FUND DETAIL

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Reserved &amp; Designated Funds Available Detail</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>				
Reserve for Capital Expenditure	\$ -	\$ -	\$ -	\$ -
Reserved by Agreements	4,525,747	5,264,396	4,676,066	5,432,923
Other Designations	-	381,000	3,744,104	3,485,553
<b>Total Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ 4,525,747</b>	<b>\$ 5,645,396</b>	<b>\$ 8,420,170</b>	<b>\$ 8,918,476</b>
<b>Decreases (Uses) of Reserved &amp; Designated Funds Available</b>				
Reserve for Capital Expenditure	\$ -	\$ -	\$ 1,000,000	\$ -
Reserved by Agreements	-	588,330	-	-
Other Designations	-	-	3,744,104	3,485,553
<b>Total Decreases in Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ 588,330</b>	<b>\$ 4,744,104</b>	<b>\$ 3,485,553</b>
<b>Increases of Reserved &amp; Designated Funds Available</b>				
Reserve for Capital Expenditure	\$ -	\$ -	\$ 1,000,000	\$ -
Reserved by Agreements	738,649	-	756,857	-
Other Designations	381,000	3,363,104	3,485,553	-
<b>Total Increases in Reserved &amp; Designated Funds Available</b>	<b>\$ 1,119,649</b>	<b>\$ 3,363,104</b>	<b>\$ 5,242,410</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available</b>				
Reserve for Capital Expenditure	\$ -	\$ -	\$ -	\$ -
Reserve by Agreements	5,264,396	4,676,066	5,432,923	5,432,923
Other Designations	381,000	3,744,104	3,485,553	-
<b>Total Ending Reserved &amp; Designated Funds Available</b>	<b>\$ 5,645,396</b>	<b>\$ 8,420,170</b>	<b>\$ 8,918,476</b>	<b>\$ 5,432,923</b>
<b>Revenue &amp; Expenditure Detail by Category</b>				
<b>Revenues</b>				
Charges for Services	\$ 2,423,598	\$ 4,275,846	\$ 1,808,905	\$ 1,466,297
Fines and Forfeitures	702,178	801,197	1,255,402	1,585,537
Taxes	-	-	-	300,370
Intergovernmental	-	159,679	321,424	321,000
Investment Income	294,174	635,903	315,578	51,720
License and Permits	-	3,511	120	-
Other Revenues	440,200	9,489,634	912,967	1,417,817
<b>Total Revenues</b>	<b>\$ 3,860,150</b>	<b>\$ 15,365,770</b>	<b>\$ 4,614,396</b>	<b>\$ 5,142,741</b>
<b>Expenditures</b>				
Personal Services	\$ 569,570	\$ 1,084,334	\$ 1,743,429	\$ 2,360,204
Supplies & Services	7,624,160	19,952,668	4,304,064	7,373,524
Interfund Charges	26,072	26,600	30,578	47,430
Capital Related	61,651	73,088	117,699	247,370
Capital Projects (Continuing Appropriation)	-	11,939,834	828,000	2,410,461
<b>Total Expenditures</b>	<b>\$ 8,281,453</b>	<b>\$ 33,076,524</b>	<b>\$ 7,023,770</b>	<b>\$ 12,438,989</b>

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**Designated Revenues Fund**

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The Designated Revenues Fund was established in 1997 to manage various revenues designated for specific purposes, which are neither gifts nor grants. Incentive agreements, payments for the Aurora Municipal Center, and the Art District Loan Program are examples of Designated Revenue Fund uses.

In 2005, revenues, including transfers, were \$32.8 million, a \$19.0 million (136.9 percent) increase from 2004 revenues. This large increase was primarily due to a one-time increase to reflect DIA noise mitigation revenue, and a transfer of \$11.4 million, received from the Capital Projects Fund for refinancing an incentive for Aurora City Place. Expenditures, including transfers out, increased \$25.6 million, (259.1 percent) over 2004 expenditures. This increase was primarily due to the payoff of the Aurora City Center Incentive and the capital appropriations associated with the DIA Noise capital project. In total, funds available decreased 2.7 million (19.9 percent).

In 2006, expenditures, including transfers, are projected to decrease 26.0 million (73.1 percent) due to the cessation of the one time expenditures mentioned in 2005. Correspondingly, revenues experienced significant reductions from 2005 to 2006, down \$20.4 million (62.2 percent) from 2005. The majority of the departments, with the exception of Parks & Open Space and Non-Departmental, are projected to use funds available in 2006, although the increases in fund balance more than make up for the decreases. Parks is increasing primarily due to new Adams County (AdCo) revenue not being projected to be spent. Non-Departmental is projected to receive \$2.0 million from the General Fund to be used at a later date (\$1.5 million for economic development purposes, and \$500,000 for efficiency improvements). Development Services is expecting to use \$458,200 of available fund balance, primarily for Aurora Economic Development Council efforts. General Management is expecting to use approximately \$179,600, primarily in its Television Equipment Upgrade balance. A significant amount of the Visitors Promotion Advisory Board (VPAB) fund balance is also projected to be spent. Overall, funds available are expected to increase \$2.9 million (26.1 percent).

For 2007, a significant amount of funds available are expected to be used. The largest use is Development Services planned spending of \$3.2 million, including \$2.3 million in capital projects, using Fitzsimons Private Redevelopment funds. The use of \$310,000 in Art District Loan funds also adds to this total. General Management is expecting to use \$557,600, primarily from the remainder of the Television Equipment Upgrade balance. Information Technology is expected to use \$500,000 for technology efficiency improvements. Parks continues to increase, primarily due to additional Adams County (AdCo) revenue not projected to be spent. Non-Departmental is increasing fund balance \$346,100, as a result of the final transfer of funds from Aurora Urban Renewal Authority. This increase is projected to be spent in 2008. Included in the 2007 budget is an additional \$1.8 million in expenditure adds, offset by \$964,500 in new revenue. The Information Technology add for technology efficiency improvements is mentioned above. An add in Non-Departmental for \$411,700, associated with funding of Agencies with a Nexus to Law Enforcement, is offset through a court surcharge. Also included in the adds are \$364,000 for expenditures associated with Adams County Economic Development (ACED) and Aurora Economic Development Council (AEDC). This add, and an additional amount for the North Aurora Business Association (NABA), is offset by a transfer from the Development Review Fund. Also included in the adds is \$377,600 in Parks & Open Space for Arapahoe County Park Maintenance and Forestry, both covered by new revenue. Detail behind all of these adds can be found in the department pages in section G. In total, revenues are expected to decrease \$1.1 million (8.9 percent) and expenditures are expected to increase \$5.2 million (55.0 percent). Funds available are expected to decrease \$3.5 million (25.3 percent) in 2007.

Due to the difficulty of projecting future revenues and expenditures associated with the Designated Revenues Fund, normal projection methods cannot be utilized. Consequently, there is no long-range projection associated with the fund.

## DEVELOPMENT REVIEW FUND SUMMARY

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Sources and Uses of Funds</b>				
<b>Sources of Funds</b>				
Revenues	\$ 10,576,714	\$ 12,090,164	\$ 10,908,831	\$ 10,916,106
Transfers In (from other funds)	15,541	-	-	-
From Decrease in Reserves & Designated Funds Available	-	-	-	1,481,718
<b>Total Sources Before Decrease in Funds Available</b>	<b>\$ 10,592,255</b>	<b>\$ 12,090,164</b>	<b>\$ 10,908,831</b>	<b>\$ 12,397,824</b>
From Decrease in Undesignated Funds Available	-	479,546	-	-
<b>Total Sources</b>	<b>\$ 10,592,255</b>	<b>\$ 12,569,710</b>	<b>\$ 10,908,831</b>	<b>\$ 12,397,824</b>
<b>Uses of Funds</b>				
Expenditures *	\$ 7,081,176	\$ 8,026,017	\$ 9,168,801	\$ 10,291,226
Transfers Out (to other funds)	1,405,436	2,186,090	1,662,257	2,106,598
To Increase Reserves & Designated Funds Available	1,626,097	2,357,603	77,773	-
<b>Total Uses Before Increase in Funds Available</b>	<b>\$ 10,112,709</b>	<b>\$ 12,569,710</b>	<b>\$ 10,908,831</b>	<b>\$ 12,397,824</b>
To Increase Undesignated Funds Available	479,546	-	-	-
<b>Total Uses</b>	<b>\$ 10,592,255</b>	<b>\$ 12,569,710</b>	<b>\$ 10,908,831</b>	<b>\$ 12,397,824</b>
<b>Changes in Unreserved &amp; Undesignated Funds Available</b>				
<b>Beginning Unreserved &amp; Undesignated Funds Available</b>	<b>\$ -</b>	<b>\$ 479,546</b>	<b>\$ -</b>	<b>\$ -</b>
Revenues & Other Sources	10,592,255	12,090,164	10,908,831	12,397,824
Expenditures & Other Uses	(10,112,709)	(12,569,710)	(10,908,831)	(12,397,824)
<b>Net Changes in Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 479,546</b>	<b>\$ (479,546)</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 479,546</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Changes in Reserved &amp; Designated Funds Available</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ 1,205,403</b>	<b>\$ 2,831,500</b>	<b>\$ 5,189,103</b>	<b>\$ 5,266,876</b>
Decreases in Reserved & Designated	-	-	-	(1,481,718)
Increases in Reserved & Designated	1,626,097	2,357,603	77,773	-
<b>Net Changes in Reserved &amp; Designated Funds Available</b>	<b>\$ 1,626,097</b>	<b>\$ 2,357,603</b>	<b>\$ 77,773</b>	<b>\$ (1,481,718)</b>
<b>Ending Reserved &amp; Designated Funds Available</b>	<b>\$ 2,831,500</b>	<b>\$ 5,189,103</b>	<b>\$ 5,266,876</b>	<b>\$ 3,785,158</b>
<b>Total Ending Funds Available</b>				
<b>Total Beginning Funds Available</b>	<b>\$ 1,205,403</b>	<b>\$ 3,311,046</b>	<b>\$ 5,189,103</b>	<b>\$ 5,266,876</b>
Changes in Unreserved & Undesignated Funds Available	479,546	(479,546)	-	-
Changes in Reserved & Designated Funds Available	1,626,097	2,357,603	77,773	(1,481,718)
<b>Net Changes in Funds Available</b>	<b>\$ 2,105,643</b>	<b>\$ 1,878,057</b>	<b>\$ 77,773</b>	<b>\$ (1,481,718)</b>
<b>Total Ending Funds Available</b>	<b>\$ 3,311,046</b>	<b>\$ 5,189,103</b>	<b>\$ 5,266,876</b>	<b>\$ 3,785,158</b>

\* Expenditures exclude prior year's carryovers, if applicable.

## DEVELOPMENT REVIEW FUND DETAIL

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Reserved &amp; Designated Funds Available Detail</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>				
Contingency Reserve	\$ 1,205,404	\$ 2,831,501	\$ 5,189,104	\$ 5,266,877
<b>Total Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ 1,205,404</b>	<b>\$ 2,831,501</b>	<b>\$ 5,189,104</b>	<b>\$ 5,266,877</b>
<b>Decreases (Uses) of Reserved &amp; Designated Funds Available</b>				
Contingency Reserve	\$ -	\$ -	\$ -	\$ 1,481,718
<b>Total Decreases in Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,481,718</b>
<b>Increases of Reserved &amp; Designated Funds Available</b>				
Contingency Reserve	\$ 1,626,097	\$ 2,357,603	\$ 77,773	\$ -
<b>Total Increases in Reserved &amp; Designated Funds Available</b>	<b>\$ 1,626,097</b>	<b>\$ 2,357,603</b>	<b>\$ 77,773</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available</b>				
Contingency Reserve	\$ 2,831,501	\$ 5,189,104	\$ 5,266,877	\$ 3,785,159
<b>Total Ending Reserved &amp; Designated Funds Available</b>	<b>\$ 2,831,501</b>	<b>\$ 5,189,104</b>	<b>\$ 5,266,877</b>	<b>\$ 3,785,159</b>
<b>Revenue &amp; Expenditure Detail by Category</b>				
<b>Revenues</b>				
Charges for Services	\$ 3,098,555	\$ 2,986,370	\$ 2,669,523	\$ 2,669,523
Licenses & Permits	7,462,213	8,947,024	7,998,639	7,998,639
Other Revenues	15,946	156,770	240,669	247,944
<b>Total Revenues</b>	<b>\$ 10,576,714</b>	<b>\$ 12,090,164</b>	<b>\$ 10,908,831</b>	<b>\$ 10,916,106</b>
<b>Expenditures</b>				
Personal Services	\$ 6,522,739	\$ 7,280,012	\$ 8,093,710	\$ 9,546,094
Supplies & Services	421,924	541,857	847,033	513,642
Interfund Charges	136,513	143,821	163,098	211,490
Capital Related	-	60,327	64,960	20,000
<b>Total Expenditures</b>	<b>\$ 7,081,176</b>	<b>\$ 8,026,017</b>	<b>\$ 9,168,801</b>	<b>\$ 10,291,226</b>

## DEVELOPMENT REVIEW FUND

	2005	2006	2007	2008	2009	2010	2011
	Actual	Projection	Adopted	Projected	Projected	Projected	Projected
<b>Long Range Outlook</b>							
Revenues	\$ 12,090,164	\$ 10,908,831	\$ 10,916,107	\$ 11,302,252	\$ 12,138,416	\$ 13,286,331	\$ 14,504,881
Expenditures - Operating	10,212,107	10,831,058	12,397,824	12,859,751	13,347,317	13,862,264	14,406,475
Expenditures - Capital	-	-	-	-	-	-	-
<b>Surplus / (Deficit)</b>	<b>\$ 1,878,057</b>	<b>\$ 77,773</b>	<b>\$ (1,481,717)</b>	<b>\$ (1,557,499)</b>	<b>\$ (1,208,900)</b>	<b>\$ (575,932)</b>	<b>\$ 98,406</b>
Beginning Funds Available	\$ 3,311,046	\$ 5,189,103	\$ 5,266,876	\$ 3,785,158	\$ 2,227,659	\$ 1,018,759	\$ 442,826
Inc/(Dec) in Funds Available	1,878,057	77,773	(1,481,718)	(1,557,499)	(1,208,900)	(575,932)	98,406
<b>Ending Funds Available</b>	<b>\$ 5,189,103</b>	<b>\$ 5,266,876</b>	<b>\$ 3,785,158</b>	<b>\$ 2,227,659</b>	<b>\$ 1,018,759</b>	<b>\$ 442,826</b>	<b>\$ 541,232</b>

## Development Review Fund

The Development Review Fund was created in 2002 to address developer demand for quicker turnaround of plan reviews related to new development within the City. Development Services, Planning, Public Works, and General Management are the departments directly involved in the Development Review Fund. Revenues originate from development related fees for various plan reviews and permits/inspections. Revenues that exceed planned expenditures remain in the Development Review Fund as accumulated fund balance that creates a contingency reserve. This reserve is intended as a means to stabilize the Development Review program when revenues decline or unexpected new program needs arise. Over time, revenues and expenditures will fluctuate depending on the level of new development activity within the City and the resulting changes in plan review and inspection activity.

In 2005, expenditures, including transfers, increased by 20.3 percent, in part due to the movement of the Office of Development Assistance (ODA) from the General Fund to the Development Review Fund. Transfers increased by 55.5 percent as a one-time transfer to the Designated Revenues Fund of \$762,000 was used to fund the Northern Aurora Business Association (NABA), Aurora Economic Development Council (AEDC), and the Adams County Economic Development (ACED) for two years. Revenues in 2005 increased \$1.5 million (14.1 percent) due to an increase in permitting activity. Even with the large increase in spending, ending funds available increased 56.7 percent.

In 2006, revenues are expected to decrease \$1.2 million (9.8 percent) from 2005 levels due to a slight economic decline. Expenditures are expected to increase by \$619,000 (6.1 percent). The increase in expenditures is primarily a result of an expansion of the staffing by 15 contract employee positions (\$330,100) for approximately four months. In addition, four new Parks and Opens Space contract employees are funded for seven months with a General Fund transfer of \$238,200. These positions were authorized during the spring supplemental process to meet the volume of permitting and planning activity. Personal services for existing positions increased \$813,700 (11.2 percent) due to career progressions, a 1.6 percent citywide pay increases, and mandated benefit cost increases. These increases were offset by the removal of an expenditure of \$762,000, which had been paid in 2005 to fund NABA, AEDC, ACED.

In 2007, revenues are expected to remain stable while expenditures increase \$1.6 million (14.5 percent), primarily in personal services. As management endeavors to meet very high service standards and improve employee retention, personal services increase by \$1.5 million (17.9 percent). The new contract employee positions add \$913,600 to the 2007 budget (11.3 percent). In addition, the Planning Department is restoring a Socio Economic Analyst position, adding \$82,000 (1.0 percent) to personal services. Citywide pay increases of 3.5 percent and benefit cost increases contribute to the \$456,700 (5.6 percent) increase in personal services for existing personnel. Transfers out are expected to increase 26.7 percent primarily due to a \$381,000 restoration of the support for NABA, AEDC, and ACED.

The five-year proforma projects a significant use of funds available from 2007 through 2011. The future year expenditures are based on 2007 adopted amounts, with 4.0 percent growth in personal services and 10.0 percent growth in benefits and internal charges. The revenue assumptions for the proforma are based on a similar construction activity as assumed in the General Fund revenue projection. Revenues in 2007 are assumed to remain the same as in 2006, grow by 3.5 percent in 2008, 7.4 percent in 2009, 9.5 percent in 2010, and 9.2 percent in 2011. These projections also assume continued funding for the NABA, AEDC, ACED.

## EMERGENCY CONTINGENCY FUND SUMMARY

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Sources and Uses of Funds</b>				
<b>Sources of Funds</b>				
Revenues	\$ 21,245	\$ 25,175	\$ 30,000	\$ 36,000
Transfers In (from other funds)	-	300,000	338,850	-
From Decrease in Reserves & Designated Funds Available	-	-	-	-
<b>Total Sources Before Decrease in Funds Available</b>	<b>\$ 21,245</b>	<b>\$ 325,175</b>	<b>\$ 368,850</b>	<b>\$ 36,000</b>
From Decrease in Undesignated Funds Available	-	-	-	-
<b>Total Sources</b>	<b>\$ 21,245</b>	<b>\$ 325,175</b>	<b>\$ 368,850</b>	<b>\$ 36,000</b>
<b>Uses of Funds</b>				
Expenditures*	\$ -	\$ -	\$ -	\$ -
Transfers Out (to other funds)	-	316,700	338,850	36,000
To Increase Reserves & Designated Funds Available	-	-	-	-
<b>Total Uses Before Increase in Funds Available</b>	<b>\$ -</b>	<b>\$ 316,700</b>	<b>\$ 338,850</b>	<b>\$ 36,000</b>
To Increase Undesignated Funds Available	21,245	8,475	30,000	-
<b>Total Uses</b>	<b>\$ 21,245</b>	<b>\$ 325,175</b>	<b>\$ 368,850</b>	<b>\$ 36,000</b>
<b>Changes in Unreserved &amp; Undesignated Funds Available</b>				
<b>Beginning Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 745,901</b>	<b>\$ 767,146</b>	<b>\$ 775,621</b>	<b>\$ 805,621</b>
Revenues & Other Sources	21,245	325,175	368,850	36,000
Expenditures & Other Uses	-	316,700	338,850	36,000
<b>Net Changes in Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 21,245</b>	<b>\$ 8,475</b>	<b>\$ 30,000</b>	<b>\$ -</b>
<b>Ending Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 767,146</b>	<b>\$ 775,621</b>	<b>\$ 805,621</b>	<b>\$ 805,621</b>
<b>Changes in Reserved &amp; Designated Funds Available</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Decreases in Reserved & Designated	-	-	-	-
Increases in Reserved & Designated	-	-	-	-
<b>Net Changes in Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Ending Funds Available</b>				
<b>Total Beginning Funds Available</b>	<b>\$ 745,901</b>	<b>\$ 767,146</b>	<b>\$ 775,621</b>	<b>\$ 805,621</b>
Changes in Unreserved & Undesignated Funds Available	21,245	8,475	30,000	-
Changes in Reserved & Designated Funds Available	-	-	-	-
<b>Net Changes in Funds Available</b>	<b>\$ 21,245</b>	<b>\$ 8,475</b>	<b>\$ 30,000</b>	<b>\$ -</b>
<b>Total Ending Funds Available</b>	<b>\$ 767,146</b>	<b>\$ 775,621</b>	<b>\$ 805,621</b>	<b>\$ 805,621</b>
<b>Revenue &amp; Expenditure Detail by Category</b>				
<b>Revenues</b>				
Interest	\$ 21,245	\$ 25,175	\$ 30,000	\$ 36,000
<b>Total Revenues</b>	<b>\$ 21,245</b>	<b>\$ 25,175</b>	<b>\$ 30,000</b>	<b>\$ 36,000</b>
<b>Expenditures</b>				
Expenditures	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

\* Expenditures exclude prior year's carryovers, if applicable.

## EMERGENCY CONTINGENCY FUND DETAIL

	2005	2006	2007	2008	2009	2010	2011
	Actual	Projection	Adopted	Projected	Projected	Projected	Projected
<b>Long Range Outlook</b>							
Revenues	\$ 325,175	\$ 368,850	\$ 36,000	\$ 32,225	\$ 33,514	\$ 34,854	\$ 36,249
Expenditures - Operating	316,700	338,850	36,000	-	-	-	-
Expenditures - Capital	-	-	-	-	-	-	-
<b>Surplus / (Deficit)</b>	<b>\$ 8,475</b>	<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ 32,225</b>	<b>\$ 33,514</b>	<b>\$ 34,854</b>	<b>\$ 36,249</b>
Beginning Funds Available	\$ 767,146	\$ 775,621	\$ 805,621	\$ 805,621	\$ 837,846	\$ 871,360	\$ 906,214
Inc/(Dec) in Funds Available	8,475	30,000	-	32,225	33,514	34,854	36,249
<b>Ending Funds Available</b>	<b>\$ 775,621</b>	<b>\$ 805,621</b>	<b>\$ 805,621</b>	<b>\$ 837,846</b>	<b>\$ 871,360</b>	<b>\$ 906,214</b>	<b>\$ 942,463</b>

## Emergency Contingency Fund

The Emergency Contingency Fund, as described in Section 2-591 of the Aurora City Code, was established "for an emergency caused by an act of God or the public enemy or some contingency which could not have been reasonably foreseen at the time of adoption of the budget." Any expenditure from the Fund requires the approval of City Council. In October of 2005, City Council approved expenditures from the Emergency Contingency Fund in response to a devastating ice storm that killed or damaged many trees throughout the city. The funds allowed for the clean-up, pruning, and replacement of the damaged and dead trees. In 2006, City Council again approved the use of money from the Emergency Contingency Fund. This time the money was used to support Aid to Agencies, which, based on the cuts that had to be made in 2005, would otherwise not have survived as a city program.

Revenues for the Emergency Contingency Fund are primarily earned from interest income on unspent fund balance. In addition to these revenues, repayment of past loans from the fund also shows up as a revenue source. The Emergency Contingency Fund was reimbursed \$300,000 for the ice storm in 2005 and \$338,900 from the loan to Aid to Agencies was repaid in 2006. For 2007, Council made the decision to send the interest from this fund to the General Fund for Police recruitment bonuses. As ending funds available continue to increase and interest rates remain high, an average rate of return of 4.0 percent is projected in out-years. Under this assumption, interest earnings should increase the Emergency Contingency Fund balance to \$942,500 by 2011.

## ENHANCED E-911 FUND SUMMARY

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Sources and Uses of Funds</b>				
<b>Sources of Funds</b>				
Revenues	\$ 2,419,825	\$ 3,136,083	\$ 3,177,128	\$ 2,560,273
Transfers In (from other funds)	1,250,000	1,046,140	1,046,140	1,710,000
From Decrease in Reserves & Designated Funds Available	-	-	1,535,596	4,583
<b>Total Sources Before Decrease in Funds Available</b>	<b>\$ 3,669,825</b>	<b>\$ 4,182,223</b>	<b>\$ 5,758,864</b>	<b>\$ 4,274,856</b>
From Decrease in Undesignated Funds Available	-	1,201,365	-	-
<b>Total Sources</b>	<b>\$ 3,669,825</b>	<b>\$ 5,383,588</b>	<b>\$ 5,758,864</b>	<b>\$ 4,274,856</b>
<b>Uses of Funds</b>				
Expenditures *	\$ 993,863	\$ 2,139,011	\$ 2,439,754	\$ 2,569,374
Transfers Out (to other funds)	1,710,000	1,708,981	1,708,632	1,705,482
To Increase Reserves & Designated Funds Available	-	1,535,596	4,583	-
<b>Total Uses Before Increase in Funds Available</b>	<b>\$ 2,703,863</b>	<b>\$ 5,383,588</b>	<b>\$ 4,152,969</b>	<b>\$ 4,274,856</b>
To Increase Undesignated Funds Available	965,962	-	1,605,895	-
<b>Total Uses</b>	<b>\$ 3,669,825</b>	<b>\$ 5,383,588</b>	<b>\$ 5,758,864</b>	<b>\$ 4,274,856</b>
<b>Changes in Unreserved &amp; Undesignated Funds Available</b>				
<b>Beginning Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 2,340,775</b>	<b>\$ 3,306,737</b>	<b>\$ 2,105,372</b>	<b>\$ 3,711,267</b>
Revenues & Other Sources	3,669,825	4,182,223	5,758,864	4,274,856
Expenditures & Other Uses	(2,703,863)	(5,383,588)	(4,152,969)	(4,274,856)
<b>Net Changes in Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 965,962</b>	<b>\$ (1,201,365)</b>	<b>\$ 1,605,895</b>	<b>\$ -</b>
<b>Ending Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 3,306,737</b>	<b>\$ 2,105,372</b>	<b>\$ 3,711,267</b>	<b>\$ 3,711,267</b>
<b>Changes in Reserved &amp; Designated Funds Available</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,535,596</b>	<b>\$ 4,583</b>
Decreases in Reserved & Designated	-	-	(1,535,596)	(4,583)
Increases in Reserved & Designated	-	1,535,596	4,583	-
<b>Net Changes in Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ 1,535,596</b>	<b>\$ (1,531,013)</b>	<b>\$ (4,583)</b>
<b>Ending Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ 1,535,596</b>	<b>\$ 4,583</b>	<b>\$ -</b>
<b>Total Ending Funds Available</b>				
<b>Total Beginning Funds Available</b>	<b>\$ 2,340,775</b>	<b>\$ 3,306,737</b>	<b>\$ 3,640,968</b>	<b>\$ 3,715,850</b>
Changes in Unreserved & Undesignated Funds Available	965,962	(1,201,365)	1,605,895	-
Changes in Reserved & Designated Funds Available	-	1,535,596	(1,531,013)	(4,583)
<b>Net Changes in Funds Available</b>	<b>\$ 965,962</b>	<b>\$ 334,231</b>	<b>\$ 74,882</b>	<b>\$ (4,583)</b>
<b>Total Ending Funds Available</b>	<b>\$ 3,306,737</b>	<b>\$ 3,640,968</b>	<b>\$ 3,715,850</b>	<b>\$ 3,711,267</b>

\* Expenditures exclude prior year's carryovers, if applicable.

## ENHANCED E-911 FUND DETAIL

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Reserved &amp; Designated Funds Available Detail</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>				
Reserved for Planned Future Use	\$ -	\$ -	\$ 1,535,596	\$ 4,583
<b>Total Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,535,596</b>	<b>\$ 4,583</b>
<b>Decreases (Uses) of Reserved &amp; Designated Funds Available</b>				
Reserved for Planned Future Use	\$ -	\$ -	\$ 1,535,596	\$ 4,583
<b>Total Decreases in Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,535,596</b>	<b>\$ 4,583</b>
<b>Increases of Reserved &amp; Designated Funds Available</b>				
Reserved for Planned Future Use	\$ -	\$ 1,535,596	\$ 4,583	\$ -
<b>Total Increases in Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ 1,535,596</b>	<b>\$ 4,583</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available</b>				
Reserved for Planned Future Use	\$ -	\$ 1,535,596	\$ 4,583	\$ -
<b>Total Ending Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ 1,535,596</b>	<b>\$ 4,583</b>	<b>\$ -</b>
<b>Revenue &amp; Expenditure Detail by Category</b>				
<b>Revenues</b>				
Charges for Services	\$ 2,312,332	\$ 2,353,224	\$ 2,350,246	\$ 2,397,251
Charge to Utilities Department - 800 MHz Communication System	-	663,860	663,860	-
Investment Income	77,470	118,999	163,022	163,022
Other Revenues	30,023	-	-	-
<b>Total Revenues</b>	<b>\$ 2,419,825</b>	<b>\$ 3,136,083</b>	<b>\$ 3,177,128</b>	<b>\$ 2,560,273</b>
<b>Expenditures</b>				
Personal Services	\$ -	\$ 18,107	\$ 360,959	\$ 370,368
Supplies & Services	974,092	1,237,484	1,549,322	1,656,499
Capital Related	19,771	303,420	95,000	95,000
Capital Projects (Continuing Appropriation)	-	580,000	434,473	447,507
<b>Total Expenditures</b>	<b>\$ 993,863</b>	<b>\$ 2,139,011</b>	<b>\$ 2,439,754</b>	<b>\$ 2,569,374</b>

**ENHANCED E-911 FUND**

	2005	2006	2007	2008	2009	2010	2011
	Actual	Projection	Adopted	Projected	Projected	Projected	Projected
<b>Long Range Outlook</b>							
Revenues	\$ 4,182,223	\$ 4,223,268	\$ 4,270,273	\$ 4,302,378	\$ 4,280,782	\$ 4,332,864	\$ 4,384,862
Expenditures - Operating	1,559,011	2,005,281	2,121,867	2,219,711	2,318,968	2,422,473	2,534,903
Expenditures - Capital	2,288,981	2,143,105	2,152,989	2,231,492	3,414,001	3,328,659	3,447,894
<b>Surplus / (Deficit)</b>	<b>\$ 334,231</b>	<b>\$ 74,882</b>	<b>\$ (4,583)</b>	<b>\$ (148,825)</b>	<b>\$ (1,452,187)</b>	<b>\$ (1,418,268)</b>	<b>\$ (1,597,936)</b>
Beginning Funds Available	\$ 3,306,737	\$ 3,640,968	\$ 3,715,850	\$ 3,711,267	\$ 3,562,442	\$ 2,110,254	\$ 691,986
Inc/(Dec) in Funds Available	334,231	74,882	(4,583)	(148,825)	(1,452,187)	(1,418,268)	(1,597,936)
<b>Ending Funds Available</b>	<b>\$ 3,640,968</b>	<b>\$ 3,715,850</b>	<b>\$ 3,711,267</b>	<b>\$ 3,562,442</b>	<b>\$ 2,110,254</b>	<b>\$ 691,986</b>	<b>\$ (905,950)</b>

**Enhanced E-911 Fund**

The Enhanced E-911 Fund provides funds for the acquisition, development, and maintenance of the 911 emergency communications equipment and systems including the 800-megahertz (MHz) communication system. The primary sources of revenue are the emergency telephone surcharge and annual transfers from the Capital Projects Fund (CPF). The transfer from the CPF is for the debt service on the 800-MHz system.

In 2005, ending funds available increased \$334,200, a 10.1 percent increase over 2004. Approximately \$1.5 million was designated for use in 2006. The Information Technology Department planned to grow fund balance, with the intent to fund a \$1.5 million one-time capital investment for the replacement of the Computer Aid Dispatch (CAD) system in 2006. Capital projects and operating expenditures increased in 2005 due to: the purchase of new wireless technology; a new Reverse E-911 contract with Qwest; a change in providers for General Packet Radio Service (GPRS); and operating costs related to the new Tallyn's Reach Communications and Dispatch Center. Revenues also increased significantly as a result of Aurora Water's charges for services related to their portion of the 800-MHz system costs (\$663,900 annually) in both 2005 and 2006.

In 2006, funds available will increase 2.1 percent from 2005. Operating costs are expected to increase due to movement of radio shop personnel from the General Fund to the Enhanced E-911 Fund and continued increases in service and maintenance costs. At the same time, Information Technology will eliminate a significant maintenance contract cost with the movement of the radio shop personnel to handle the maintenance work in house. The \$1.5 million CAD capital project budgeted in 2006 will be lapsed, with the expectation of re-appropriating it after 2011.

In 2007, revenues, excluding transfers, will decrease \$616,900 (19.4 percent). Expenditures, excluding transfers, will increase by \$129,620 (5.3 percent), primarily due to increases in supplies and services costs. Supplies and services costs will increase by \$107,200 to finance systems and networking expenditures. The capital projects cost of \$447,500 is due entirely to infrastructure replacement obligations for 2007. An add for \$10,000 will finance overtime for the 24/7 public safety radio system support personnel in Information Technology. A cut of \$9,049 reflects a request to transfer the maintenance costs of Fire Staff Scheduling software from the Enhanced E-911 Fund to the General Fund to set it in accordance with state statutes. Both of these adjustments are detailed in the Information Technology department pages in section G. The Enhanced E-911 fund will use \$4,600 of fund balance in 2007.

For the long term, funds available are anticipated to drop significantly starting in 2009. In 2009, the 800-MHz portable and mobile radio replacements and the E-911 Recorder capital projects will result in a significant increase in expenditures and decrease in fund balance, as noted above. These capital projects, in addition to significant expected increases in telephone and software/hardware costs, result in funds available dropping significantly from 2009 through 2011, until the funds available are entirely depleted in 2011.

There are several ways to ensure a positive fund balance in future years. One way is to increase revenues, which would entail a change in the state law that determines the maximum amount of surcharge that could be charged to telephone users. If a revenue change does not occur, the City could move or eliminate the additional capital projects in 2009 through 2011, although eliminating the projects is not recommended. In this scenario, funds available would decrease \$1.6 million through 2011, ending at approximately \$2.1 million. The annual shortfall could also be reduced by moving personal services costs back to the General Fund, reducing the growth in the MDC Infrastructure Replacement capital project, or a combination of both.

## FLEET MANAGEMENT FUND SUMMARY

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Sources and Uses of Funds</b>				
<b>Sources of Funds</b>				
Revenues	\$ 5,225,640	\$ 5,555,839	\$ 7,419,480	\$ 7,794,537
Transfers In (from other funds)	175,000	574,993	7,400	-
From Decrease in Reserves & Designated Funds Available	373,001	-	-	-
<b>Total Sources Before Decrease in Funds Available</b>	<b>\$ 5,773,641</b>	<b>\$ 6,130,832</b>	<b>\$ 7,426,880</b>	<b>\$ 7,794,537</b>
From Decrease in Undesignated Funds Available	2,800	42,957	-	-
<b>Total Sources</b>	<b>\$ 5,776,441</b>	<b>\$ 6,173,789</b>	<b>\$ 7,426,880</b>	<b>\$ 7,794,537</b>
<b>Uses of Funds</b>				
Expenditures*	\$ 5,526,441	\$ 6,173,789	\$ 7,025,900	\$ 7,676,965
Transfers Out (to other funds)	250,000	-	75,000	75,000
To Increase Reserves & Designated Funds Available	-	-	-	-
<b>Total Uses Before Increase in Funds Available</b>	<b>\$ 5,776,441</b>	<b>\$ 6,173,789</b>	<b>\$ 7,100,900</b>	<b>\$ 7,751,965</b>
To Increase Undesignated Funds Available	-	-	325,980	42,572
<b>Total Uses</b>	<b>\$ 5,776,441</b>	<b>\$ 6,173,789</b>	<b>\$ 7,426,880</b>	<b>\$ 7,794,537</b>
<b>Changes in Unreserved &amp; Undesignated Funds Available</b>				
<b>Beginning Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 50,003</b>	<b>\$ 47,203</b>	<b>\$ 4,246</b>	<b>\$ 330,226</b>
Revenues & Other Sources	5,773,641	6,130,832	7,426,880	7,794,537
Expenditures & Other Uses	(5,776,441)	(6,173,789)	(7,100,900)	(7,751,965)
<b>Net Changes in Unreserved &amp; Undesignated Funds Available</b>	<b>\$ (2,800)</b>	<b>\$ (42,957)</b>	<b>\$ 325,980</b>	<b>\$ 42,572</b>
<b>Ending Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 47,203</b>	<b>\$ 4,246</b>	<b>\$ 330,226</b>	<b>\$ 372,798</b>
<b>Changes in Reserved &amp; Designated Funds Available</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ 373,001</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Decreases in Reserved & Designated	(373,001)	-	-	-
Increases in Reserved & Designated	-	-	-	-
<b>Net Changes in Reserved &amp; Designated Funds Available</b>	<b>\$ (373,001)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Ending Funds Available</b>				
<b>Total Beginning Funds Available</b>	<b>\$ 423,004</b>	<b>\$ 47,203</b>	<b>\$ 4,246</b>	<b>\$ 330,226</b>
Changes in Unreserved & Undesignated Funds Available	(2,800)	(42,957)	325,980	42,572
Changes in Reserved & Designated Funds Available	(373,001)	-	-	-
<b>Net Changes in Funds Available</b>	<b>\$ (375,801)</b>	<b>\$ (42,957)</b>	<b>\$ 325,980</b>	<b>\$ 42,572</b>
<b>Total Ending Funds Available</b>	<b>\$ 47,203</b>	<b>\$ 4,246</b>	<b>\$ 330,226</b>	<b>\$ 372,798</b>

\* Expenditures exclude prior year's carryovers, if applicable.

## FLEET MANAGEMENT FUND DETAIL

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Reserved &amp; Designated Funds Available Detail</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>				
Reserved for Planned Future Use	\$ 373,001	\$ -	\$ -	\$ -
<b>Total Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ 373,001</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Decreases (Uses) of Reserved &amp; Designated Funds Available</b>				
Reserved for Planned Future Use	\$ 373,001	\$ -	\$ -	\$ -
<b>Total Decreases in Reserved &amp; Designated Funds Available</b>	<b>\$ 373,001</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Increases of Reserved &amp; Designated Funds Available</b>				
Reserved for Planned Future Use	\$ -	\$ -	\$ -	\$ -
<b>Total Increases in Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available</b>				
Reserved for Planned Future Use	\$ -	\$ -	\$ -	\$ -
<b>Total Ending Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Revenue &amp; Expenditure Detail by Category</b>				
<b>Revenues</b>				
Charges for Services	\$ 5,206,579	\$ 5,543,056	\$ 7,064,480	\$ 7,439,537
Proceeds for Sale of Assets	-	3,740	350,000	350,000
Investment Income	8,236	-	-	-
Other Revenues	10,825	9,043	5,000	5,000
<b>Total Revenues</b>	<b>\$ 5,225,640</b>	<b>\$ 5,555,839</b>	<b>\$ 7,419,480</b>	<b>\$ 7,794,537</b>
<b>Expenditures</b>				
Personal Services	\$ 2,008,186	\$ 2,094,711	\$ 2,193,458	\$ 2,372,505
Supplies & Services	3,469,941	4,009,566	4,753,329	5,191,498
Interfund Charges	15,002	15,513	15,113	26,962
Capital Related	33,312	53,999	64,000	86,000
<b>Total Expenditures</b>	<b>\$ 5,526,441</b>	<b>\$ 6,173,789</b>	<b>\$ 7,025,900</b>	<b>\$ 7,676,965</b>

**FLEET MANAGEMENT FUND DETAIL**

	2005	2006	2007	2008	2009	2010	2011
	Actual	Projection	Adopted	Projected	Projected	Projected	Projected
<b>Long Range Outlook</b>							
Revenues	\$ 6,130,832	\$ 7,426,880	\$ 7,794,537	\$ 8,372,560	\$ 9,025,449	\$ 9,732,077	\$ 10,527,135
Expenditures - Operating	6,173,789	7,100,900	7,751,965	8,372,560	9,025,448	9,732,077	10,527,135
Expenditures - Capital	-	-	-	-	-	-	-
<b>Surplus / (Deficit)</b>	<b>\$ (42,957)</b>	<b>\$ 325,980</b>	<b>\$ 42,572</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Beginning Funds Available	\$ 47,203	\$ 4,246	\$ 330,226	\$ 372,798	\$ 372,798	\$ 372,798	\$ 372,798
Inc/(Dec) in Funds Available	(42,957)	325,980	42,572	-	-	-	-
<b>Ending Funds Available</b>	<b>\$ 4,246</b>	<b>\$ 330,226</b>	<b>\$ 372,798</b>	<b>\$ 372,798</b>	<b>\$ 372,798</b>	<b>\$ 372,798</b>	<b>\$ 372,798</b>

**Fleet Management Fund**

The Fleet Management Fund is responsible for the centralized fuel and maintenance costs for over 2,100 City-owned motorized vehicles and additional equipment. Operations are funded by charges to departments and vehicle sales revenue. Beginning in 2006, vehicles sales revenue will be received directly by the Fleet Management Fund instead of the General Fund. Costs to the fund have increased 2.0 million since 2004, largely due to higher fuel and maintenance costs.

In 2005, revenues, excluding transfers in, increased \$330,200 (6.3 percent), due to increases in both vehicle fuel and maintenance revenues resulting from increases in the cost of wholesale fuel, repair parts, and outsourced vehicle maintenance. A third consecutive year of decreased fleet replacement also contributed to increased maintenance charges and revenues. Transfers from the General Fund increased \$400,000 as a result of a one time supplemental transfer in the fall of 2005 for higher than expected maintenance costs. Total expenditures increased by \$647,300 (11.7 percent) primarily due to increased costs for vehicle fuel, repair parts, and outsourced vehicle maintenance, as well as increased personal services costs. The Fleet Fund ceased transferring available fund balance to the General Fund eliminating transfers out. Ending funds available fell \$43,000 (91.0 percent) as a result of the deficit discussed above.

In 2006, revenues, excluding transfers, are projected to increase by \$1.9 million (33.5 percent), primarily due to two factors. First, and most significantly, revenues tied to fuel and maintenance charges are projected to increase \$1.5 million (27.6 percent). This increase is caused by increasing fuel, repair, and maintenance costs. Second, auction proceeds are projected to generate \$350,000 in revenue. Total expenditures, excluding transfers out, are projected to increase by \$852,100 (13.8 percent). These increases are also the result of rising fuel and maintenance costs. In addition, personal services costs are expected to rise as a result of filling previously vacant positions. As a result of these changes total funds available are projected to increase to \$325,980 in 2006.

The 2007 Adopted budget includes a \$375,057 (5.1 percent) increase in revenues, excluding transfers. Rising fuel and maintenance charges are projected to contribute equally to the increase in revenues. Of this increase, \$80,000 of new revenue from adds is planned in the adopted budget. These adds include internal charges for a six post vehicle lifting system, three new fuel dispensers, and fleet building maintenance. Offsetting appropriation exists for each of these adds to cover the costs of these improvements. Expenditures, excluding transfers out, are expected to increase \$651,065 (9.3 percent). Planned pay increases and increasing health and dental insurance costs cause the \$179,000 (8.2 percent) growth in personal services. Rising fuel and maintenance costs are responsible for \$332,400 of the increase and rising natural gas and electricity costs are responsible for \$95,100 of the total expenditure increase. Despite significant growth in expenditures, revenues are projected to come in slightly higher, leading to a \$42,600 increase in funds available.

The five-year outlook projects increasing revenues and expenditures from 2008 to 2011. The net change to fund balance is zero in each year. This is in line with the new fleet billing rates that are intended to equalize revenue and spending. Expenditures are based on the following assumptions: 3.0 to 4.0 percent growth in personal services salaries and related benefits; 8 to 15 percent growth in non-salaries benefits; 3.5 percent growth in temporary salaries and overtime costs; 10.0 percent growth in fuel and maintenance supplies; 10.0 percent growth in utilities; and 10.0 percent growth in interfund charges. At this time, there are no forecasted needs for additional large expenditures in future years. Revenues are expected to grow at similar rates to expenditures as no markup will be charged for fuel and maintenance.

## GIFTS &amp; GRANTS FUND SUMMARY

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Sources and Uses of Funds</b>				
<b>Sources of Funds</b>				
Revenues	\$ 6,303,475	\$ 5,262,724	\$ 13,770,713	\$ 5,673,526
Transfers In (from other funds)	536,986	80,678	27,024	-
From Decrease in Reserves & Designated Funds Available	-	-	189,310	311,435
<b>Total Sources Before Decrease in Funds Available</b>	<b>\$ 6,840,461</b>	<b>\$ 5,343,402</b>	<b>\$ 13,987,047</b>	<b>\$ 5,984,961</b>
From Decrease in Undesignated Funds Available	2,646,952	-	-	-
<b>Total Sources</b>	<b>\$ 9,487,413</b>	<b>\$ 5,343,402</b>	<b>\$ 13,987,047</b>	<b>\$ 5,984,961</b>
<b>Uses of Funds</b>				
Expenditures *	\$ 5,604,874	\$ 4,448,156	\$ 13,987,047	\$ 5,984,961
Transfers Out (to other funds)	463,590	11,258	-	-
To Increase Reserves & Designated Funds Available	3,418,949	883,988	-	-
<b>Total Uses Before Increase in Funds Available</b>	<b>\$ 9,487,413</b>	<b>\$ 5,343,402</b>	<b>\$ 13,987,047</b>	<b>\$ 5,984,961</b>
To Increase Undesignated Funds Available	-	-	-	-
<b>Total Uses</b>	<b>\$ 9,487,413</b>	<b>\$ 5,343,402</b>	<b>\$ 13,987,047</b>	<b>\$ 5,984,961</b>
<b>Changes in Unreserved &amp; Undesignated Funds Available</b>				
<b>Beginning Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 2,646,952</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Revenues & Other Sources	6,840,461	5,343,402	13,987,047	5,984,961
Expenditures & Other Uses	(9,487,413)	(5,343,402)	(13,987,047)	(5,984,961)
<b>Net Changes in Unreserved &amp; Undesignated Funds Available</b>	<b>\$ (2,646,952)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Unreserved &amp; Undesignated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Changes in Reserved &amp; Designated Funds Available **</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ 3,418,949</b>	<b>\$ 4,302,937</b>	<b>\$ 4,113,627</b>
Decreases in Reserved & Designated	-	-	(189,310)	(311,435)
Increases in Reserved & Designated	3,418,949	883,988	-	-
<b>Net Changes in Reserved &amp; Designated Funds Available</b>	<b>\$ 3,418,949</b>	<b>\$ 883,988</b>	<b>\$ (189,310)</b>	<b>\$ (311,435)</b>
<b>Ending Reserved &amp; Designated Funds Available</b>	<b>\$ 3,418,949</b>	<b>\$ 4,302,937</b>	<b>\$ 4,113,627</b>	<b>\$ 3,802,192</b>
<b>Total Ending Funds Available</b>				
<b>Total Beginning Funds Available</b>	<b>\$ 2,646,952</b>	<b>\$ 3,418,949</b>	<b>\$ 4,302,937</b>	<b>\$ 4,113,627</b>
Changes in Unreserved & Undesignated Funds Available	(2,646,952)	-	-	-
Changes in Reserved & Designated Funds Available	3,418,949	883,988	(189,310)	(311,435)
<b>Net Changes in Funds Available</b>	<b>\$ 771,997</b>	<b>\$ 883,988</b>	<b>\$ (189,310)</b>	<b>\$ (311,435)</b>
<b>Total Ending Funds Available</b>	<b>\$ 3,418,949</b>	<b>\$ 4,302,937</b>	<b>\$ 4,113,627</b>	<b>\$ 3,802,192</b>

\* Expenditures exclude prior year's carryovers, if applicable.

\*\* In 2004, due to a policy change in Gifts & Grants reservations, all funds available will be considered reserved as they must be spent for the purpose specified for each grant.

## GIFTS &amp; GRANTS FUND DETAIL

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Reserved &amp; Designated Funds Available Detail</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>				
For Future Grant Expenditures	\$ -	\$ 3,418,949	\$ 4,302,937	\$ 4,113,627
<b>Total Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ 3,418,949</b>	<b>\$ 4,302,937</b>	<b>\$ 4,113,627</b>
<b>Decreases (Uses) of Reserved &amp; Designated Funds Available</b>				
For Future Grant Expenditures	\$ -	\$ -	\$ 189,310	\$ 311,435
<b>Total Decreases in Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 189,310</b>	<b>\$ 311,435</b>
<b>Increases of Reserved &amp; Designated Funds Available</b>				
For Future Grant Expenditures	\$ 3,418,949	\$ 883,988	\$ -	\$ -
<b>Total Increases in Reserved &amp; Designated Funds Available</b>	<b>\$ 3,418,949</b>	<b>\$ 883,988</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available</b>				
For Future Grant Expenditures	\$ 3,418,949	\$ 4,302,937	\$ 4,113,627	\$ 3,802,192
<b>Total Ending Reserved &amp; Designated Funds Available</b>	<b>\$ 3,418,949</b>	<b>\$ 4,302,937</b>	<b>\$ 4,113,627</b>	<b>\$ 3,802,192</b>
<b>Revenue &amp; Expenditure Detail by Category</b>				
<b>Revenues</b>				
Intergovernmental	\$ 5,821,944	\$ 4,731,983	\$ 3,892,844	\$ 2,868,361
Charges for Services	30,868	51,071	3,888	-
Fines and Forfeitures	-	-	160	-
Investment income	50,898	67,454	58,096	3,750
Other Revenues	399,765	412,216	9,815,725	2,801,415
<b>Total Revenues</b>	<b>\$ 6,303,475</b>	<b>\$ 5,262,724</b>	<b>\$ 13,770,713</b>	<b>\$ 5,673,526</b>
<b>Expenditures</b>				
Personal Services	\$ 1,159,847	\$ 1,348,388	\$ 834,499	\$ 840,561
Supplies & Services	2,097,350	2,067,090	3,667,214	4,823,867
Interfund Charges	1,120	-	-	1,415
Capital Related	216,943	42,678	544,980	319,118
Capital Projects (Continuing Appropriation)	2,129,614	990,000	8,940,354	-
<b>Total Expenditures</b>	<b>\$ 5,604,874</b>	<b>\$ 4,448,156</b>	<b>\$ 13,987,047</b>	<b>\$ 5,984,961</b>

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**Gifts & Grants Fund**

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The Gifts & Grants Fund accounts for various gifts and grants from other governments or private parties made to the City, where the size or length of funding does not warrant establishing a separate fund. Grant revenue fluctuates from year to year, however funds available remain high due to the timing of revenue and expenditures. Grants received are fully appropriated. Unused funds are lapsed to fund balance, to be reappropriated when needed for a specific grant.

In 2005, revenues, including transfers decreased \$1.5 million (21.9 percent) primarily due to the one-time Fitzsimons Landfill Cleanup grant going away, offset by increases in funds for General's Park and Sand Creek Park. Expenditures decreased \$1.2 million (20.6 percent) due primarily to the same Fitzsimons Landfill Cleanup project. Ending funds available increased 25.9 percent, reaching \$4.3 million by year end.

For 2006, revenue and expenditures are expected to increase dramatically, due to the receipt and expenditure of \$8.5 million in additional Fitzsimons Landfill Cleanup monies in Public Works. A minor use of funds available is projected, as several departments are planning to spend the fund balance that accumulated over the past few years. The two departments that are using the most fund balance are Fire, which expects to use the majority of its 2004 and 2005 Metro Medical Response System (MMRS) grant fund balance, and Development Services, which expects to use its Aurora Business Revolving Loan Fund Balance. Neighborhood Services; Police; and Library, Recreation & Cultural Services are expected to have fund balance increases in 2006. By the end of 2006, funds available is projected to decrease \$189,300 (4.4 percent).

For 2007, revenues, excluding transfers, are expected to drop \$8.1 million (58.8 percent), due to the cessation of the one-time Fitzsimons Landfill Cleanup revenue. Expenditures are expected to drop \$8.0 million (57.2 percent) for the same reason. Excluding the effect of the Fitzsimons Landfill, revenue is going up \$385,600 (7.3 percent) and expenditures are increasing \$938,300 (18.6 percent). Anticipated gifts and grants in Parks & Open Space account for the majority of the increase in revenue and expenditures. There is one add for \$20,000 for anticipated grant awards in Fire, which is detailed in Fire's Department Pages in section G. Several departments are planning on using Gifts and Grants fund balance. Development Services is planning on using \$189,400 of its Bioscience East - Fitzsimons fund balance, as well as the remainder of its Revolving Loan fund balance (expected to be approximately \$200,000 in 2007). Fire is planning to use its \$250,000 of its MMRS Management fund balance. Library and Neighborhood Services are projected to increase fund balance by \$170,300 and \$107,300, respectively. In total, funds available is expected to decrease \$311,400 (7.6 percent) in 2007.

Due to the difficulty of projecting future revenues and expenditures associated with the Gifts & Grants Fund, normal projection methods cannot be utilized. Consequently, there is no long-range outlook associated with the fund.

## GOLF FUND SUMMARY

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Sources and Uses of Funds</b>				
<b>Sources of Funds</b>				
Revenues	\$ 9,780,502	\$ 14,994,518	\$ 10,143,435	\$ 10,106,400
Transfers In (from other funds)	-	-	-	-
From Decrease in Reserves & Designated Funds Available	200,000	572,969	-	449,298
<b>Total Sources Before Decrease in Funds Available</b>	<b>\$ 9,980,502</b>	<b>\$ 15,567,487</b>	<b>\$ 10,143,435</b>	<b>\$ 10,555,698</b>
From Decrease in Undesignated Funds Available	-	-	448,424	-
<b>Total Sources</b>	<b>\$ 9,980,502</b>	<b>\$ 15,567,487</b>	<b>\$ 10,591,859</b>	<b>\$ 10,555,698</b>
<b>Uses of Funds</b>				
Expenditures *	\$ 8,961,242	\$ 14,500,877	\$ 10,142,561	\$ 10,553,198
Transfers Out (to other funds)	-	-	-	2,500
To Increase Reserves & Designated Funds Available	466,907	462,500	449,298	-
<b>Total Uses Before Increase in Funds Available</b>	<b>\$ 9,428,149</b>	<b>\$ 14,963,377</b>	<b>\$ 10,591,859</b>	<b>\$ 10,555,698</b>
To Increase Undesignated Funds Available	552,353	604,110	-	-
<b>Total Uses</b>	<b>\$ 9,980,502</b>	<b>\$ 15,567,487</b>	<b>\$ 10,591,859</b>	<b>\$ 10,555,698</b>
<b>Changes in Unreserved &amp; Undesignated Funds Available</b>				
<b>Beginning Unreserved &amp; Undesignated Funds Available</b>	<b>\$ (251,132)</b>	<b>\$ 301,221</b>	<b>\$ 905,331</b>	<b>\$ 456,907</b>
Revenues & Other Sources	9,980,502	15,567,487	10,143,435	10,555,698
Expenditures & Other Uses	(9,428,149)	(14,963,377)	(10,591,859)	(10,555,698)
<b>Net Changes in Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 552,353</b>	<b>\$ 604,110</b>	<b>\$ (448,424)</b>	<b>\$ -</b>
<b>Ending Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 301,221</b>	<b>\$ 905,331</b>	<b>\$ 456,907</b>	<b>\$ 456,907</b>
<b>Changes in Reserved &amp; Designated Funds Available</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ 306,062</b>	<b>\$ 572,969</b>	<b>\$ 462,500</b>	<b>\$ 911,798</b>
Decreases in Reserved & Designated	(200,000)	(572,969)	-	(449,298)
Increases in Reserved & Designated	466,907	462,500	449,298	-
<b>Net Changes in Reserved &amp; Designated Funds Available</b>	<b>\$ 266,907</b>	<b>\$ (110,469)</b>	<b>\$ 449,298</b>	<b>\$ (449,298)</b>
<b>Ending Reserved &amp; Designated Funds Available</b>	<b>\$ 572,969</b>	<b>\$ 462,500</b>	<b>\$ 911,798</b>	<b>\$ 462,500</b>
<b>Total Ending Funds Available</b>				
<b>Total Beginning Funds Available</b>	<b>\$ 54,927</b>	<b>\$ 874,187</b>	<b>\$ 1,367,828</b>	<b>\$ 1,368,702</b>
Changes in Unreserved & Undesignated Funds Available	552,353	604,110	(448,424)	-
Changes in Reserved & Designated Funds Available	266,907	(110,469)	449,298	(449,298)
<b>Net Changes in Funds Available</b>	<b>\$ 819,260</b>	<b>\$ 493,641</b>	<b>\$ 874</b>	<b>\$ (449,298)</b>
<b>Total Ending Funds Available</b>	<b>\$ 874,187</b>	<b>\$ 1,367,828</b>	<b>\$ 1,368,702</b>	<b>\$ 919,404</b>

\* Expenditures exclude prior year's carryovers, if applicable.

## GOLF FUND DETAIL

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Reserved &amp; Designated Funds Available Detail</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>				
Designation for Aurora Hills Irrigation System	\$ 306,062	\$ 106,062	\$ -	\$ -
Future Needs	-	354,407	-	449,298
2004 Golf Note Reserve for Aurora Hills Irrigation System	-	112,500	-	-
2005 Golf Note Reserve for Saddle Rock Bond Refinancing	-	-	462,500	462,500
<b>Total Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ 306,062</b>	<b>\$ 572,969</b>	<b>\$ 462,500</b>	<b>\$ 911,798</b>
<b>Decreases (Uses) of Reserved &amp; Designated Funds Available</b>				
Designation for Aurora Hills Irrigation System	\$ 200,000	\$ 106,062	\$ -	\$ -
Future Needs	-	354,407	-	449,298
2004 Golf Note Reserve for Aurora Hills Irrigation System	-	112,500	-	-
2005 Golf Note Reserve for Saddle Rock Bond Refinancing	-	-	-	-
<b>Total Decreases in Reserved &amp; Designated Funds Available</b>	<b>\$ 200,000</b>	<b>\$ 572,969</b>	<b>\$ -</b>	<b>\$ 449,298</b>
<b>Increases of Reserved &amp; Designated Funds Available</b>				
Designation for Aurora Hills Irrigation System	\$ -	\$ -	\$ -	\$ -
Future Needs	354,407	-	449,298	-
2004 Golf Note Reserve for Aurora Hills Irrigation System	112,500	-	-	-
2005 Golf Note Reserve for Saddle Rock Bond Refinancing	-	462,500	-	-
<b>Total Increases in Reserved &amp; Designated Funds Available</b>	<b>\$ 466,907</b>	<b>\$ 462,500</b>	<b>\$ 449,298</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available</b>				
Designation for Aurora Hills Irrigation System	\$ 106,062	\$ -	\$ -	\$ -
Future Needs	354,407	-	449,298	-
2004 Golf Note Reserve for Aurora Hills Irrigation System	112,500	-	-	-
2005 Golf Note Reserve for Saddle Rock Bond Refinancing	-	462,500	462,500	462,500
<b>Total Ending Reserved &amp; Designated Funds Available</b>	<b>\$ 572,969</b>	<b>\$ 462,500</b>	<b>\$ 911,798</b>	<b>\$ 462,500</b>
<b>Revenue &amp; Expenditure Detail by Category</b>				
<b>Revenues</b>				
Charges for Services	\$ 8,266,180	\$ 8,737,193	\$ 9,756,935	\$ 9,728,100
Loan Proceeds	1,125,000	4,625,000	-	-
Other Revenues	504,737	367,425	386,500	378,300
Funds from Restricted Assets	(115,415)	1,264,900	-	-
<b>Total Revenues</b>	<b>\$ 9,780,502</b>	<b>\$ 14,994,518</b>	<b>\$ 10,143,435</b>	<b>\$ 10,106,400</b>
<b>Expenditures</b>				
Personal Services	\$ 4,171,008	\$ 4,136,641	\$ 4,347,476	\$ 4,665,833
Supplies & Services	3,143,874	3,026,088	3,666,773	3,558,649
Interfund Charges	113,542	120,912	148,278	165,391
Debt Related	1,455,540	6,988,952	1,410,299	1,425,825
Capital Related	149,869	21,950	224,735	357,500
Capital Projects (Continuing Appropriation)	(72,591)	206,334	345,000	380,000
<b>Total Expenditures</b>	<b>\$ 8,961,242</b>	<b>\$ 14,500,877</b>	<b>\$ 10,142,561</b>	<b>\$ 10,553,198</b>

**GOLF FUND**

	2005	2006	2007	2008	2009	2010	2011
	Actual	Projection	Adopted	Projected	Projected	Projected	Projected
<b>Long Range Outlook</b>							
Revenues	\$ 14,994,518	\$ 10,143,435	\$ 10,106,400	\$ 10,499,844	\$ 10,909,026	\$ 11,334,575	\$ 11,777,146
Expenditures - Operating	14,294,543	9,797,561	10,173,198	10,615,161	10,875,586	11,146,404	11,616,537
Expenditures - Capital	206,334	345,000	382,500	240,000	275,000	470,000	180,000
<b>Surplus / (Deficit)</b>	<b>\$ 493,641</b>	<b>\$ 874</b>	<b>\$ (449,298)</b>	<b>\$ (355,317)</b>	<b>\$ (241,561)</b>	<b>\$ (281,830)</b>	<b>\$ (19,391)</b>
Beginning Funds Available	\$ 874,187	\$ 1,367,828	\$ 1,368,702	\$ 919,404	\$ 564,087	\$ 322,526	\$ 40,697
Inc/(Dec) in Funds Available	493,641	874	(449,298)	(355,317)	(241,561)	(281,830)	(19,391)
<b>Ending Funds Available</b>	<b>\$ 1,367,828</b>	<b>\$ 1,368,702</b>	<b>\$ 919,404</b>	<b>\$ 564,087</b>	<b>\$ 322,526</b>	<b>\$ 40,697</b>	<b>\$ 21,306</b>

**Golf Fund**

The Golf Courses Fund was established for the operation and maintenance of City-owned and/or operated golf courses. The fund is supported by user charges for green fees, driving range fees, and cart rentals, as well as pro shop sales, and concessions. As an enterprise fund, expenditures are managed in accord with revenues.

In 2005, total operating expenditures grew \$5.3 million (58.2 percent). This increase is the result of a \$5.5 million increase in debt services related to the refinancing of the Saddle Rock debt. Loan proceeds of \$4.6 million from this refinancing, and \$1.3 million from restricted assets on the original bond were made available for use. Of the total Saddle Rock Bond refinancing proceeds, \$462,500 was reserved on the new bond. Since this new reservation amount covered the 2004 Golf Note reservation, the \$112,500 was unreserved. Capital project appropriations increased \$278,900 primarily due to lapsing of unused appropriation for the Aurora Hills irrigation system replacement in 2004 and new appropriation for 2005 projects including the golf tee-time system replacement, landscaping, irrigation, and facility enhancement. Income from green fees and driving ranges increased charges for service by \$471,000 (5.7 percent). Ending funds available grew \$493,600 (56.5 percent).

In 2006, operating expenditures, excluding debt related, are projected to increase \$1.1 million (14.8 percent) due to higher utility costs, in particular water. Debt related expenditures are \$5.6 million less than 2005 due to the Saddle Rock refinancing in 2005. Capital project appropriations will increase \$138,700 (67.2 percent) for upgrades to the Springhill irrigation system, facility enhancements, hardscape improvements, and Centre Hills Pond dredging. Revenue from charges for service is expected to increase \$1.0 million due to the increased rounds of golf played throughout the City related to good weather. Ending funds available will remain essentially flat from 2005.

Total expenditures, excluding transfers, in 2007 increase \$410,600 (4.0 percent). This increase is from personal services increases and an amendment for \$168,400 to cover operating expenditures for an expected additional 9,200 rounds of golf at City golf courses. Transfers out of \$2,500 are planned to go towards Art-in-Public-Places. Total revenue is expected to remain essentially unchanged from 2006. Total capital expenditures are also planned to be flat over 2006. Springhill irrigation system upgrades are planned to continue, and various facility and infrastructure enhancements are planned. The increased expenditures coupled with flat revenues results in a \$449,300 (32.8 percent) decrease in ending funds available for the fund.

The long range outlook shows the fund maintaining a positive, but small, ending fund balance by 2011. This five-year plan indicates a shortfall between revenues and expenditures each year and does not include the needed replacement of Springhill Golf Course's irrigation system. The system is 30 years old and needs to be replaced, but it will be delayed until a funding mechanism is identified. The yearly shortfalls will be addressed through reevaluation of fees and related expenditures.

## PARKS DEVELOPMENT FUND SUMMARY

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Sources and Uses of Funds</b>				
<b>Sources of Funds</b>				
Revenues	\$ 1,678,701	\$ 1,359,586	\$ 670,000	\$ 670,000
Transfers In (from other funds)	-	-	-	-
From Decrease in Reserves & Designated Funds Available	390,600	836,576	505,489	-
<b>Total Sources Before Decrease in Funds Available</b>	<b>\$ 2,069,301</b>	<b>\$ 2,196,162</b>	<b>\$ 1,175,489</b>	<b>\$ 670,000</b>
From Decrease in Undesignated Funds Available	-	-	-	-
<b>Total Sources</b>	<b>\$ 2,069,301</b>	<b>\$ 2,196,162</b>	<b>\$ 1,175,489</b>	<b>\$ 670,000</b>
<b>Uses of Funds</b>				
Expenditures *	\$ 594,235	\$ 750,996	\$ (231,974)	\$ 547,934
Transfers Out (to other funds)	-	-	919,808	-
To Increase Reserves & Designated Funds Available	992,065	650,000	-	-
<b>Total Uses Before Increase in Funds Available</b>	<b>\$ 1,586,300</b>	<b>\$ 1,400,996</b>	<b>\$ 687,834</b>	<b>\$ 547,934</b>
To Increase Undesignated Funds Available	483,001	795,166	487,655	122,066
<b>Total Uses</b>	<b>\$ 2,069,301</b>	<b>\$ 2,196,162</b>	<b>\$ 1,175,489</b>	<b>\$ 670,000</b>
<b>Changes in Unreserved &amp; Undesignated Funds Available</b>				
<b>Beginning Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 503,337</b>	<b>\$ 986,338</b>	<b>\$ 1,781,504</b>	<b>\$ 2,269,159</b>
Revenues & Other Sources	2,069,301	2,196,162	1,175,489	670,000
Expenditures & Other Uses	(1,586,300)	(1,400,996)	(687,834)	(547,934)
<b>Net Changes in Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 483,001</b>	<b>\$ 795,166</b>	<b>\$ 487,655</b>	<b>\$ 122,066</b>
<b>Ending Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 986,338</b>	<b>\$ 1,781,504</b>	<b>\$ 2,269,159</b>	<b>\$ 2,391,225</b>
<b>Changes in Reserved &amp; Designated Funds Available</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ 90,600</b>	<b>\$ 692,065</b>	<b>\$ 505,489</b>	<b>\$ -</b>
Decreases in Reserved & Designated	(390,600)	(836,576)	(505,489)	-
Increases in Reserved & Designated	992,065	650,000	-	-
<b>Net Changes in Reserved &amp; Designated Funds Available</b>	<b>\$ 601,465</b>	<b>\$ (186,576)</b>	<b>\$ (505,489)</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available</b>	<b>\$ 692,065</b>	<b>\$ 505,489</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Ending Funds Available</b>				
<b>Total Beginning Funds Available</b>	<b>\$ 593,937</b>	<b>\$ 1,678,403</b>	<b>\$ 2,286,993</b>	<b>\$ 2,269,159</b>
Changes in Unreserved & Undesignated Funds Available	483,001	795,166	487,655	122,066
Changes in Reserved & Designated Funds Available	601,465	(186,576)	(505,489)	-
<b>Net Changes in Funds Available</b>	<b>\$ 1,084,466</b>	<b>\$ 608,590</b>	<b>\$ (17,834)</b>	<b>\$ 122,066</b>
<b>Total Ending Funds Available</b>	<b>\$ 1,678,403</b>	<b>\$ 2,286,993</b>	<b>\$ 2,269,159</b>	<b>\$ 2,391,225</b>

\* Expenditures exclude prior year's carryovers, if applicable.

\*\* In 2006, revenues and expenditures associated with the Adams County Open Space Sales Tax and Signature Park cell tower rental revenue will be moved to the Designated Revenue Fund. Therefore, separate designations of developer fee revenue is no longer necessary.

## PARKS DEVELOPMENT FUND DETAIL

	2004 Actual	2005 Actual	2006 Projection **	2007 Adopted
<b>Reserved &amp; Designated Funds Available Detail</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>				
Reserved for Planned Use at Developments	\$ -	\$ 506,465	\$ 505,489	\$ -
Reserved for Planned Future Use of Fund Balance	90,600	185,600	-	-
<b>Total Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ 90,600</b>	<b>\$ 692,065</b>	<b>\$ 505,489</b>	<b>\$ -</b>
<b>Decreases (Uses) of Reserved &amp; Designated Funds Available</b>				
Reserved for Planned Use at Developments	\$ 300,000	\$ 650,976	\$ 505,489	\$ -
Reserved for Planned Future Use of Fund Balance	90,600	185,600	-	-
<b>Total Decreases in Reserved &amp; Designated Funds Available</b>	<b>\$ 390,600</b>	<b>\$ 836,576</b>	<b>\$ 505,489</b>	<b>\$ -</b>
<b>Increases of Reserved &amp; Designated Funds Available</b>				
Reserved for Planned Use at Developments	\$ 806,465	\$ 650,000	\$ -	\$ -
Reserved for Planned Future Use of Fund Balance	185,600	-	-	-
<b>Total Increases in Reserved &amp; Designated Funds Available</b>	<b>\$ 992,065</b>	<b>\$ 650,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available</b>				
Reserved for Planned Use at Developments	\$ 506,465	\$ 505,489	\$ -	\$ -
Reserved for Planned Future Use of Fund Balance	185,600	-	-	-
<b>Total Ending Reserved &amp; Designated Funds Available</b>	<b>\$ 692,065</b>	<b>\$ 505,489</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Revenue &amp; Expenditure Detail by Category</b>				
<b>Revenues</b>				
Intergovernmental **	\$ 183,803	\$ 214,729	\$ -	\$ -
Charges for Services **	21,600	21,600	-	-
Developer Contributions	1,024,862	550,349	156,500	150,000
Investment Income	55,011	104,027	120,000	120,000
Other Revenues	393,425	468,881	393,500	400,000
<b>Total Revenues</b>	<b>\$ 1,678,701</b>	<b>\$ 1,359,586</b>	<b>\$ 670,000</b>	<b>\$ 670,000</b>
<b>Expenditures</b>				
Capital Projects (Continuing Appropriation)	\$ 594,235	\$ 750,996	\$ (231,974)	\$ 547,934
<b>Total Expenditures</b>	<b>\$ 594,235</b>	<b>\$ 750,996</b>	<b>\$ (231,974)</b>	<b>\$ 547,934</b>

## PARKS DEVELOPMENT FUND

	2005	2006	2007	2008	2009	2010	2011
	Actual	Projection	Adopted	Projected	Projected	Projected	Projected
<b>Long Range Outlook</b>							
Revenues	\$ 1,359,586	\$ 670,000	\$ 670,000	\$ 750,000	\$ 700,000	\$ 700,000	\$ 900,000
Expenditures - Operating	-	919,808	-	-	-	-	-
Expenditures - Capital	750,996	(231,974)	547,934	415,810	-	-	130,662
<b>Surplus / (Deficit)</b>	<b>\$ 608,590</b>	<b>\$ (17,834)</b>	<b>\$ 122,066</b>	<b>\$ 334,190</b>	<b>\$ 700,000</b>	<b>\$ 700,000</b>	<b>\$ 769,338</b>
Beginning Funds Available	\$ 1,678,403	\$ 2,286,993	\$ 2,269,159	\$ 2,391,225	\$ 2,725,415	\$ 3,425,415	\$ 4,125,415
Inc/(Dec) in Funds Available	608,590	(17,834)	122,066	334,190	700,000	700,000	769,338
<b>Ending Funds Available</b>	<b>\$ 2,286,993</b>	<b>\$ 2,269,159</b>	<b>\$ 2,391,225</b>	<b>\$ 2,725,415</b>	<b>\$ 3,425,415</b>	<b>\$ 4,125,415</b>	<b>\$ 4,894,753</b>

## Parks Development Fund

The Parks Development Fund is a component of the Parks and Open Space Department's Capital Improvement Program. The Fund supports land acquisition and park construction within specific areas (in proximity to the project originating the funds) as required. Developer contributions/fees support the Parks Development Fund. Two additional revenue sources were also collected in the fund until January 1, 2006: an Open Space Sales Tax, which is collected and distributed by Adams County; and cell tower rental fees at Signature Park. The three revenue sources cannot be commingled; therefore, the Open Space Tax and cell tower rental fees were isolated in the Designated Revenue Fund.

Expenditures in 2005 increased \$156,800 (26.4 percent) and revenues decreased \$319,100 (19.0 percent). The increased capital expenditures are primarily due to construction at various city parks. Developer fees were used for construction at Tallyn's, Altura and Fairplay Parks, and Conservatory Park. Construction of Generals Park was planned using Adams County Open Space Tax funds. The project was delayed one year and began in 2006. Unused prior year appropriations and revenue received between 2003 and 2005 for Signature Park were lapsed to fund balance in 2005. The result is a \$608,600 (36.3 percent) increase in ending funds available.

A significant decrease in revenue is expected in 2006 due to the movement of the Adams County Open Space Tax and cell tower rental fee revenue at Signature Park to the Designated Revenue Fund. The 2006 capital plan reflects this movement, which includes moving fund balance through operating transfers and moving appropriated budget carried forward from prior years via lapses. The lapsed budget creates a negative capital project appropriation in the fund summary. As a result of this change, developer fees no longer need to be designated, decreasing reserved funds available by \$505,500. The net effect is a \$17,800 (0.8 percent) decrease in ending funds available.

In 2007, revenues are expected to be consistent with 2006 revenues. Expenditures, excluding transfers, are planned to increase \$779,900 primarily due to the lapsing of budget in 2006. Two large projects are planned in 2007: Murphy Creek North Neighborhood Park and Carson Street Pond Park. Construction at both parks is expected to be completed in the same year.

Future capital projects using developer fees include construction at the Saddle Rock East Neighborhood Park and East Quincy Highlands Neighborhood Park in 2008. These projects are shown in the Parks and Open Space five-year capital plan included in the Capital section of this budget book. No specific projects are currently planned for 2009 and 2010. Construction at Toll Gate Crossing Park is planned for 2011.

## POLICY RESERVE FUND SUMMARY

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Sources and Uses of Funds</b>				
<b>Sources of Funds</b>				
Revenues	\$ 507,496	\$ 598,580	\$ 724,000	\$ 840,258
Transfers In (from adds)	-	-	-	623,069
From Decrease in Reserves & Designated Funds Available	-	-	-	-
<b>Total Sources Before Decrease in Funds Available</b>	<b>\$ 507,496</b>	<b>\$ 598,580</b>	<b>\$ 724,000</b>	<b>\$ 1,463,327</b>
From Decrease in Undesignated Funds Available	-	-	-	-
<b>Total Sources</b>	<b>\$ 507,496</b>	<b>\$ 598,580</b>	<b>\$ 724,000</b>	<b>\$ 1,463,327</b>
<b>Uses of Funds</b>				
Expenditures *	\$ -	\$ -	\$ -	\$ -
Transfers Out (to other funds)	119,488	163,075	162,558	50,468
To Increase Reserves & Designated Funds Available	-	-	-	-
<b>Total Uses Before Increase in Funds Available</b>	<b>\$ 119,488</b>	<b>\$ 163,075</b>	<b>\$ 162,558</b>	<b>\$ 50,468</b>
To Increase Undesignated Funds Available	388,008	435,505	561,442	1,412,859
<b>Total Uses</b>	<b>\$ 507,496</b>	<b>\$ 598,580</b>	<b>\$ 724,000</b>	<b>\$ 1,463,327</b>
<b>Changes in Unreserved &amp; Undesignated Funds Available</b>				
<b>Beginning Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 17,931,317</b>	<b>\$ 18,319,325</b>	<b>\$ 18,754,830</b>	<b>\$ 19,316,272</b>
Revenues & Other Sources	507,496	598,580	724,000	1,463,327
Expenditures & Other Uses	(119,488)	(163,075)	(162,558)	(50,468)
<b>Net Changes in Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 388,008</b>	<b>\$ 435,505</b>	<b>\$ 561,442</b>	<b>\$ 1,412,859</b>
<b>Ending Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 18,319,325</b>	<b>\$ 18,754,830</b>	<b>\$ 19,316,272</b>	<b>\$ 20,729,131</b>
<b>Changes in Reserved &amp; Designated Funds Available</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Decreases in Reserved & Designated	-	-	-	-
Increases in Reserved & Designated	-	-	-	-
<b>Net Changes in Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Ending Funds Available</b>				
<b>Total Beginning Funds Available</b>	<b>\$ 17,931,317</b>	<b>\$ 18,319,325</b>	<b>\$ 18,754,830</b>	<b>\$ 19,316,272</b>
Changes in Unreserved & Undesignated Funds Available	388,008	435,505	561,442	1,412,859
Changes in Reserved & Designated Funds Available	-	-	-	-
<b>Net Changes in Funds Available</b>	<b>\$ 388,008</b>	<b>\$ 435,505</b>	<b>\$ 561,442</b>	<b>\$ 1,412,859</b>
<b>Total Ending Funds Available</b>	<b>\$ 18,319,325</b>	<b>\$ 18,754,830</b>	<b>\$ 19,316,272</b>	<b>\$ 20,729,131</b>
<b>Revenue &amp; Expenditure Detail by Category</b>				
<b>Revenues</b>				
Interest	\$ 507,496	\$ 598,580	\$ 724,000	\$ 840,258
<b>Total Revenues</b>	<b>\$ 507,496</b>	<b>\$ 598,580</b>	<b>\$ 724,000</b>	<b>\$ 840,258</b>
<b>Expenditures</b>				
Expenditures	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

\* Expenditures exclude prior year's carryovers

## POLICY RESERVE FUND DETAIL

	2005	2006	2007	2008	2009	2010	2011
	Actual	Projection	Adopted	Projected	Projected	Projected	Projected
<b>Long Range Outlook</b>							
Revenues	\$ 598,580	\$ 724,000	\$ 1,463,327	\$ 1,096,788	\$ 1,087,758	\$ 1,135,522	\$ 1,190,133
Expenditures - Operating	163,075	162,558	50,468	67,937	71,266	70,604	82,739
Expenditures - Capital	-	-	-	-	-	-	-
<b>Surplus / (Deficit)</b>	<b>\$ 435,505</b>	<b>\$ 561,442</b>	<b>\$ 1,412,859</b>	<b>\$ 1,028,851</b>	<b>\$ 1,016,492</b>	<b>\$ 1,064,918</b>	<b>\$ 1,107,394</b>
Beginning Funds Available	\$ 18,319,325	\$ 18,754,830	\$ 19,316,272	\$ 20,729,131	\$ 21,757,982	\$ 22,774,474	\$ 23,839,392
Inc/(Dec) in Funds Available	435,505	561,442	1,412,859	1,028,851	1,016,492	1,064,918	1,107,394
<b>Ending Funds Available</b>	<b>\$ 18,754,830</b>	<b>\$ 19,316,272</b>	<b>\$ 20,729,131</b>	<b>\$ 21,757,982</b>	<b>\$ 22,774,474</b>	<b>\$ 23,839,392</b>	<b>\$ 24,946,786</b>

## Policy Reserve Fund

Pursuant to ordinance 99-25, "It is the intent of the City Council that the Reserve Fund serve primarily as a financial reserve to maintain the financial strength of the City; provided, however, that the City Council, upon a majority vote of the members voting thereon, may authorize expenditures from this fund for any public purpose and may approve loans from this fund to any other fund of the City on such terms and conditions as Council deems appropriate." The amount in the fund represents 10.0 percent of the total unrestricted operating expenditures of the General Fund less transfers for capital, Police 2 per 1000 reservations, and incentive payments.

The revenues for the Policy Reserve Fund are derived primarily from interest earnings and a transfer from the General Fund to maintain the 10.0 percent requirement. No transfer has been necessary because past budget cuts have reduced General Fund operating expenditures sufficiently to allow the City to meet the 10.0 percent reserve requirement with interest earnings alone. Increasing interest rates in 2005 and 2006 also helped to eliminate the need for a General Fund transfer. Starting in 2004, surplus fund balance in the Policy Reserve Fund was transferred to the TABOR Reserve fund to cover a projected \$119,500 shortfall in that fund. Surplus fund balance in the Policy Reserve Fund also covered a \$66,100 shortfall in the TABOR Reserve Fund in 2005 and a \$162,600 transfer in 2006. In 2005, \$97,000 was transferred to the General Fund to assist in balancing the fund. Even with these expenditures, Ending Funds Available have met or exceeded the 10.0 percent reserve requirement.

In 2007, \$50,500 will be transferred to the Tabor Reserve Fund so that it will maintain compliance with its mandated reserves. Similar transfers are expected in 2008 through 2011. In order to allow the Policy Reserve Fund to meet its 10.0 percent requirement in the face of increasing General Fund expenditures, the General Fund will transfer \$623,100 to the Policy Reserve Fund in 2007. The table below shows the 10.0 percent requirement from 2004 to 2007.

Year	Reserve Requirement
2004	\$ 18,045,172
2005	\$ 19,256,455
2006	\$ 19,316,272
2007	\$ 20,729,131

From 2008 to 2011, 4.0 percent interest rates, combined with average transfers of \$158,600 from the General Fund, will be enough to keep the Policy Reserve Fund in compliance, while allowing for small transfers to the TABOR Reserve Fund.

## PRINT SHOP FUND SUMMARY

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Sources and Uses of Funds</b>				
<b>Sources of Funds</b>				
Revenues	\$ 1,013,048	\$ 754,824	\$ 700,150	\$ 718,046
Transfers In (from other funds)	-	-	500	-
From Decrease in Reserves & Designated Funds Available	33,415	-	-	-
<b>Total Sources Before Decrease in Funds Available</b>	<b>\$ 1,046,463</b>	<b>\$ 754,824</b>	<b>\$ 700,650</b>	<b>\$ 718,046</b>
From Decrease in Undesignated Funds Available	-	145,204	-	-
<b>Total Sources</b>	<b>\$ 1,046,463</b>	<b>\$ 900,028</b>	<b>\$ 700,650</b>	<b>\$ 718,046</b>
<b>Uses of Funds</b>				
Expenditures *	\$ 952,555	\$ 710,228	\$ 664,417	\$ 657,199
Transfers Out (to other funds)	-	189,800	-	-
To Increase Reserves & Designated Funds Available	-	-	-	-
<b>Total Uses Before Increase in Funds Available</b>	<b>\$ 952,555</b>	<b>\$ 900,028</b>	<b>\$ 664,417</b>	<b>\$ 657,199</b>
To Increase Undesignated Funds Available	93,908	-	36,233	60,847
<b>Total Uses</b>	<b>\$ 1,046,463</b>	<b>\$ 900,028</b>	<b>\$ 700,650</b>	<b>\$ 718,046</b>
<b>Changes in Unreserved &amp; Undesignated Funds Available</b>				
<b>Beginning Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 180,750</b>	<b>\$ 274,658</b>	<b>\$ 129,454</b>	<b>\$ 165,687</b>
Revenues & Other Sources	1,046,463	754,824	700,650	718,046
Expenditures & Other Uses	(952,555)	(900,028)	(664,417)	(657,199)
<b>Net Changes in Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 93,908</b>	<b>\$ (145,204)</b>	<b>\$ 36,233</b>	<b>\$ 60,847</b>
<b>Ending Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 274,658</b>	<b>\$ 129,454</b>	<b>\$ 165,687</b>	<b>\$ 226,534</b>
<b>Changes in Reserved &amp; Designated Funds Available</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ 33,415</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Decreases in Reserved & Designated	(33,415)	-	-	-
Increases in Reserved & Designated	-	-	-	-
<b>Net Changes in Reserved &amp; Designated Funds Available</b>	<b>\$ (33,415)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Ending Funds Available</b>				
<b>Total Beginning Funds Available</b>	<b>\$ 214,165</b>	<b>\$ 274,658</b>	<b>\$ 129,454</b>	<b>\$ 165,687</b>
Changes in Unreserved & Undesignated Funds Available	93,908	(145,204)	36,233	60,847
Changes in Reserved & Designated Funds Available	(33,415)	-	-	-
<b>Net Changes in Funds Available</b>	<b>\$ 60,493</b>	<b>\$ (145,204)</b>	<b>\$ 36,233</b>	<b>\$ 60,847</b>
<b>Total Ending Funds Available</b>	<b>\$ 274,658</b>	<b>\$ 129,454</b>	<b>\$ 165,687</b>	<b>\$ 226,534</b>

\* Expenditures exclude prior year's carryovers, if applicable.

## PRINT SHOP FUND DETAIL

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Reserved &amp; Designated Funds Available Detail</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>				
Reserved for Planned Future Use	\$ 33,415	\$ -	\$ -	\$ -
<b>Total Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ 33,415</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Decreases (Uses) of Reserved &amp; Designated Funds Available</b>				
Reserved for Planned Future Use	\$ 33,415	\$ -	\$ -	\$ -
<b>Total Decreases in Reserved &amp; Designated Funds Available</b>	<b>\$ 33,415</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Increases of Reserved &amp; Designated Funds Available</b>				
Reserved for Planned Future Use	\$ -	\$ -	\$ -	\$ -
<b>Total Increases in Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available</b>				
Reserved for Planned Future Use	\$ -	\$ -	\$ -	\$ -
<b>Total Ending Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Revenue &amp; Expenditure Detail by Category</b>				
<b>Revenues</b>				
Charges for Services	\$ 1,006,915	\$ 746,034	\$ 693,150	\$ 711,046
Other Revenues	6,133	8,790	7,000	7,000
<b>Total Revenues</b>	<b>\$ 1,013,048</b>	<b>\$ 754,824</b>	<b>\$ 700,150</b>	<b>\$ 718,046</b>
<b>Expenditures</b>				
Personal Services	\$ 246,099	\$ 207,670	\$ 182,964	\$ 196,011
Supplies & Services	656,483	458,135	436,773	415,273
Interfund Charges	11,296	5,763	5,557	6,792
Debt Related	38,677	38,660	39,123	39,123
Capital Related	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 952,555</b>	<b>\$ 710,228</b>	<b>\$ 664,417</b>	<b>\$ 657,199</b>

## PRINT SHOP FUND DETAIL

	2005	2006	2007	2008	2009	2010	2011
	Actual	Projection	Adopted	Projected	Projected	Projected	Projected
<b>Long Range Outlook</b>							
Revenues	\$ 754,824	\$ 700,650	\$ 718,046	\$ 732,547	\$ 747,343	\$ 762,442	\$ 777,848
Expenditures - Operating	900,028	664,417	657,199	674,460	690,816	707,414	726,348
Expenditures - Capital	-	-	-	-	-	-	-
<b>Surplus / (Deficit)</b>	<b>\$ (145,204)</b>	<b>\$ 36,233</b>	<b>\$ 60,847</b>	<b>\$ 58,087</b>	<b>\$ 56,527</b>	<b>\$ 55,028</b>	<b>\$ 51,500</b>
Beginning Funds Available	\$ 274,658	\$ 129,454	\$ 165,687	\$ 226,534	\$ 284,621	\$ 341,148	\$ 396,176
Inc/(Dec) in Funds Available	(145,204)	36,233	60,847	58,087	56,527	55,028	51,500
<b>Ending Funds Available</b>	<b>\$ 129,454</b>	<b>\$ 165,687</b>	<b>\$ 226,534</b>	<b>\$ 284,621</b>	<b>\$ 341,148</b>	<b>\$ 396,176</b>	<b>\$ 447,676</b>

## Print Shop Fund

The Print Shop Fund accounts for the centralized printing and photocopying needs of City departments and agencies. Revenues are primarily derived from charges for photocopying and printing operations. Prior to 2005, revenues and expenses were received from mailing operations, which are now fully-funded in the General Fund.

For 2005, revenues decreased \$258,200 (25.5 percent) due to the removal of Mail Room revenues from the Print Shop Fund. Expenditures excluding transfers out, decreased \$242,300 (25.4 percent). This decrease in expenditure was also due to the transfer of Mail Room operating expenses to the General Fund. Transfers out increased by \$189,800 as a result of a one-time transfer to the General Fund. Ending funds available decreased by \$145,200 (52.9 percent) as a direct result of this one-time transfer.

In 2006, revenues are projected to decrease \$54,200 (7.2 percent). This decrease is due in part to a \$48,400 decrease in printing operations and a \$4,000 decrease in revenue from interfund photocopy charges. The decrease in printing operations is primarily the result of a fourth year of budget cuts in City departments resulting in reduced staffing and therefore a reduced ability to meet printing demand. The decrease in the photocopy charge is related to the shift in paper costs from the Print Shop to individual departments. In order to account for increased departmental costs, the internal charge for photocopying was reduced by 2.0 percent, thus reducing photocopy revenue by approximately 2.0 percent for the last half of the year. Total expenditures, excluding transfers, are expected to decrease \$45,800 due to a decrease in supplies and services. The removal of paper costs from the Print Shop fund accounts for approximately \$41,000 of this decrease. Decreases in paper costs are slightly offset by salary increases and rental contract increases.

The 2007 adopted budget projects a \$17,400 increase in Print Shop revenues. The cause of this revenue growth is an expected increase in printing operations resulting from adding 0.5 FTE offset printer. The \$22,000 of anticipated new printing revenues are offset by a projected \$4,000 decrease in photocopy revenue due to the decreased photocopy charge. Expenditures are expected to decrease by \$7,200 which is a net result of the 2006 shift in paper costs and the 2007 addition of a 0.5 FTE offset printer.

The five-year outlook projects an increase in fund balance over the next five years. These increases are due to current projection assumptions. Projected expenditures are based on the following assumptions: 3.0 to 4.0 percent growth in personal services salaries and related benefits; 8 to 15 percent growth in non-salaries benefits; 3.5 percent growth in temporary salaries and overtime costs; and 10.0 percent growth in interfund charges. Similar to expenditures, projected revenues are based on 2007 adopted amounts, along with an assumption of 2.0 percent growth in revenues from charges for services each year and 4.0 percent growth in investment income each year.

## RECREATION FUND SUMMARY

	2004 Actual**	2005 Actual	2006 Projection	2007 Adopted
<b>Sources and Uses of Funds</b>				
<b>Sources of Funds</b>				
Revenues	\$ 3,967,448	\$ 4,070,018	\$ 4,148,841	\$ 4,477,992
Transfers In (from other funds)	4,980,246	5,062,654	4,993,320	5,348,804
From Decrease in Reserves & Designated Funds Available	-	23,223	-	-
<b>Total Sources Before Decrease in Funds Available</b>	<b>\$ 8,947,694</b>	<b>\$ 9,155,895</b>	<b>\$ 9,142,161</b>	<b>\$ 9,826,796</b>
From Decrease in Undesignated Funds Available	243,434	-	-	-
<b>Total Sources</b>	<b>\$ 9,191,128</b>	<b>\$ 9,155,895</b>	<b>\$ 9,142,161</b>	<b>\$ 9,826,796</b>
<b>Uses of Funds</b>				
Expenditures *	\$ 8,027,905	\$ 7,934,491	\$ 7,976,748	\$ 8,686,796
Transfers Out (to other funds)	1,140,000	1,140,000	1,140,000	1,140,000
To Increase Reserves & Designated Funds Available	23,223	-	-	-
<b>Total Uses Before Increase in Funds Available</b>	<b>\$ 9,191,128</b>	<b>\$ 9,074,491</b>	<b>\$ 9,116,748</b>	<b>\$ 9,826,796</b>
To Increase Undesignated Funds Available	-	81,404	25,413	-
<b>Total Uses</b>	<b>\$ 9,191,128</b>	<b>\$ 9,155,895</b>	<b>\$ 9,142,161</b>	<b>\$ 9,826,796</b>
<b>Changes in Unreserved &amp; Undesignated Funds Available</b>				
<b>Beginning Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 283,740</b>	<b>\$ 40,306</b>	<b>\$ 121,710</b>	<b>\$ 147,123</b>
Revenues & Other Sources	8,947,694	9,155,895	9,142,161	9,826,796
Expenditures & Other Uses	(9,191,128)	(9,074,491)	(9,116,748)	(9,826,796)
<b>Net Changes in Unreserved &amp; Undesignated Funds Available</b>	<b>\$ (243,434)</b>	<b>\$ 81,404</b>	<b>\$ 25,413</b>	<b>\$ -</b>
<b>Ending Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 40,306</b>	<b>\$ 121,710</b>	<b>\$ 147,123</b>	<b>\$ 147,123</b>
<b>Changes in Reserved &amp; Designated Funds Available</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ 23,223</b>	<b>\$ -</b>	<b>\$ -</b>
Decreases in Reserved & Designated	-	(23,223)	-	-
Increases in Reserved & Designated	23,223	-	-	-
<b>Net Changes in Reserved &amp; Designated Funds Available</b>	<b>\$ 23,223</b>	<b>\$ (23,223)</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available</b>	<b>\$ 23,223</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Ending Funds Available</b>				
<b>Total Beginning Funds Available</b>	<b>\$ 283,740</b>	<b>\$ 63,529</b>	<b>\$ 121,710</b>	<b>\$ 147,123</b>
Changes in Unreserved & Undesignated Funds Available	(243,434)	81,404	25,413	-
Changes in Reserved & Designated Funds Available	23,223	(23,223)	-	-
<b>Net Changes in Funds Available</b>	<b>\$ (220,211)</b>	<b>\$ 58,181</b>	<b>\$ 25,413</b>	<b>\$ -</b>
<b>Total Ending Funds Available</b>	<b>\$ 63,529</b>	<b>\$ 121,710</b>	<b>\$ 147,123</b>	<b>\$ 147,123</b>

\* Expenditures exclude prior year's carryovers, if applicable.

\*\* In 2004, revenues and expenditures differ from the CAFR as the budget shows the transfer out of CSF revenues and fund balance from the Recreation Fund in 2003. The CAFR shows the transfer occurring in 2004.

## RECREATION FUND DETAIL

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Reserved &amp; Designated Funds Available Detail</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>				
Reserved for Planned Future Use	\$ -	\$ 23,223	\$ -	\$ -
<b>Total Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ 23,223</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Decreases (Uses) of Reserved &amp; Designated Funds Available</b>				
Reserved for Planned Future Use	\$ -	\$ 23,223		\$ -
<b>Total Decreases in Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ 23,223</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Increases of Reserved &amp; Designated Funds Available</b>				
Reserved for Planned Future Use	\$ 23,223	\$ -	\$ -	\$ -
<b>Total Increases in Reserved &amp; Designated Funds Available</b>	<b>\$ 23,223</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available</b>				
Reserved for Planned Future Use	\$ 23,223	\$ -	\$ -	\$ -
<b>Total Ending Reserved &amp; Designated Funds Available</b>	<b>\$ 23,223</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Revenue &amp; Expenditure Detail by Category</b>				
<b>Revenues</b>				
Charges for Services	\$ 3,799,556	\$ 3,956,607	\$ 4,039,304	\$ 4,419,592
Other Revenues	167,892	113,411	109,537	58,400
<b>Total Revenues</b>	<b>\$ 3,967,448</b>	<b>\$ 4,070,018</b>	<b>\$ 4,148,841</b>	<b>\$ 4,477,992</b>
<b>Expenditures</b>				
Personal Services	\$ 5,504,350	\$ 5,624,292	\$ 5,446,808	\$ 5,813,746
Supplies & Services	2,358,243	2,140,160	2,381,015	2,684,004
Interfund Charges	52,657	163,244	148,925	189,046
Capital Related	112,655	6,795	-	-
<b>Total Expenditures</b>	<b>\$ 8,027,905</b>	<b>\$ 7,934,491</b>	<b>\$ 7,976,748</b>	<b>\$ 8,686,796</b>

## RECREATION FUND DETAIL

	2005 Actual	2006 Projection	2007 Adopted	2008 Projected	2009 Projected	2010 Projected	2011 Projected
<b>Long Range Outlook</b>							
Revenues	\$9,132,672	\$9,142,161	\$9,826,796	\$10,247,205	\$10,651,771	\$11,069,789	\$11,571,076
Expenditures - Operating	9,074,491	9,116,748	9,826,796	10,247,205	10,651,771	11,069,789	11,571,076
Expenditures - Capital	-	-	-	-	-	-	-
<b>Surplus / (Deficit)</b>	<b>\$ 58,181</b>	<b>\$ 25,413</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Beginning Funds Available	\$ 63,529	\$ 121,710	\$ 147,123	\$ 147,123	\$ 147,123	\$ 147,123	\$ 147,123
Inc/(Dec) in Funds Available	58,181	25,413	-	-	-	-	-
<b>Ending Funds Available</b>	<b>\$ 121,710</b>	<b>\$ 147,123</b>	<b>\$ 147,123</b>	<b>\$ 147,123</b>	<b>\$ 147,123</b>	<b>\$ 147,123</b>	<b>\$ 147,123</b>

## Recreation Fund

The Recreation Fund, established in 1986, accounts for recreational services provided to citizens. Funding for these services comes from user fees and a General Fund subsidy, intended to cover mandated costs which include personal services costs, utilities, interfund charges, and other required costs such as custodial fees and contractual escalators.

For 2005, revenues, excluding transfers in, increased by \$102,600 (2.6 percent) due to increased revenues from charges for services. Transfers in increased \$82,400 (1.7 percent) due to increases in mandated costs. Total 2005 expenditures, excluding transfers out, decreased by \$93,400. This is the net result of increased personal services costs offset by decreased supplies and services costs. Interfund charges increased by \$110,600 due to higher vehicle fuel and maintenance charges, as well as the re-establishment of risk charges to the Recreation Fund. Capital related costs dropped by \$105,900 due to non-recurring one-time expenditures in 2004. Transfers out related to maintenance for the Aurora Sports Park equaled that of 2004. Ending funds available for 2005 were \$121,700, a \$58,200 (91.6 percent) increase from the 2004 ending funds available.

In 2006, revenues, excluding transfers in, are forecast to increase by a net of \$78,800 (1.9 percent). Transfers in are expected to decrease \$69,300 (1.4 percent), bringing the total transfer down to 2004 levels. Total 2006 expenditures, excluding transfers out, are forecast to increase \$42,300 (0.5 percent). Personal services costs are forecast to decrease \$177,500, (3.2 percent), due to the elimination of 1.3 FTE. Supplies and services costs are projected to increase \$240,900 (11.3 percent), largely due to increased repair and maintenance and utilities costs. Total 2006 interfund charges are projected to decrease \$14,300 (8.8 percent) due to the elimination of the Senior Transportation Program. Ending funds available for 2006 are forecast to be \$147,100, a \$25,400 (20.9 percent) increase from the 2005 ending funds available.

For 2007, revenues, excluding transfers in, are forecast to increase \$329,200 (7.9 percent), resulting from \$309,000 in increased administrative fee revenue and \$19,200 of fee revenue from Parklane Pool. Transfers in are projected to increase \$355,500 (7.1 percent). Of this increase, \$218,800 are related to 2007 amendments for items including temporary salaries, Parklane Pool operating costs, equipment replacement, and increased natural gas costs. The remaining increase is related to increasing mandated costs. The 2007 General Fund transfer is offset by \$309,000 in revenue resulting from administrative fee increases. Total 2007 expenditures, excluding transfers out, are forecast to increase \$710,000 (8.9 percent), including \$366,900 (6.7 percent) of personal services cost increases, \$303,000 (12.7 percent) of supplies and services cost increases, and \$40,100 (26.9 percent) of interfund charge increases. Ending funds available for 2007 are projected to be \$147,100 which is equal to 2006 projected funds available.

The five-year outlook projects a surplus for 2006 and a balanced fund every year thereafter. Projected expenditures and revenues are based on 2007 adopted amounts, along with the following assumptions: 3.0 - 4.0 percent growth in salaries and salary related benefits; 8.0 to 15.0 percent growth in non-salary-related benefits; 10.0 percent growth in utilities costs and interfund charges; 4.0 percent growth in supplies and services; 3.0 - 3.2 percent growth in charges for services; 1.0 percent growth in other revenues; and 4.8 to 5.8 percent growth in General Fund subsidy. Without the consistent 5 to 6 percent increases to the General Fund subsidy, the long-range outlook for this fund indicates a structural imbalance between revenues and expenditures. If the subsidy remains at the amount projected for 2007, this fund is expected to incur growing annual deficits, resulting in the likelihood of a negative fund balance as early as 2009. Long-term considerations for this fund indicate continued revenue enhancement is required and/or additional cost reductions should be considered. New program costs will require sufficient offsetting revenues.

## RISK MANAGEMENT FUND SUMMARY

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Sources and Uses of Funds</b>				
<b>Sources of Funds</b>				
Revenues	\$ 6,564,051	\$ 6,544,957	\$ 7,103,623	\$ 7,791,911
Transfers In (from other funds)	-	-	405,033	-
From Decrease in Reserves & Designated Funds Available	91,960	1,128,613	1,070,073	841,954
<b>Total Sources Before Decrease in Funds Available</b>	<b>\$ 6,656,011</b>	<b>\$ 7,673,570</b>	<b>\$ 8,578,729</b>	<b>\$ 8,633,865</b>
From Decrease in Undesignated Funds Available	-	1,248,982	-	-
<b>Total Sources</b>	<b>\$ 6,656,011</b>	<b>\$ 8,922,552</b>	<b>\$ 8,578,729</b>	<b>\$ 8,633,865</b>
<b>Uses of Funds</b>				
Expenditures *	\$ 5,396,135	\$ 6,945,169	\$ 7,970,759	\$ 8,633,865
Transfers Out (to other funds)	-	1,000,000	-	-
To Increase Reserves & Designated Funds Available	1,000,000	977,383	607,970	-
<b>Total Uses Before Increase in Funds Available</b>	<b>\$ 6,396,135</b>	<b>\$ 8,922,552</b>	<b>\$ 8,578,729</b>	<b>\$ 8,633,865</b>
To Increase Undesignated Funds Available	259,876	-	-	-
<b>Total Uses</b>	<b>\$ 6,656,011</b>	<b>\$ 8,922,552</b>	<b>\$ 8,578,729</b>	<b>\$ 8,633,865</b>
<b>Changes in Unreserved &amp; Undesignated Funds Available</b>				
<b>Beginning Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 989,106</b>	<b>\$ 1,248,982</b>	<b>\$ -</b>	<b>\$ -</b>
Revenues & Other Sources	6,656,011	7,673,570	8,578,729	8,633,865
Expenditures & Other Uses	(6,396,135)	(8,922,552)	(8,578,729)	(8,633,865)
<b>Net Changes in Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 259,876</b>	<b>\$ (1,248,982)</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 1,248,982</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Changes in Reserved &amp; Designated Funds Available</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ 2,762,401</b>	<b>\$ 3,670,441</b>	<b>\$ 3,519,211</b>	<b>\$ 3,057,108</b>
Decreases in Reserved & Designated	(91,960)	(1,128,613)	(1,070,073)	(841,954)
Increases in Reserved & Designated	1,000,000	977,383	607,970	-
<b>Net Changes in Reserved &amp; Designated Funds Available</b>	<b>\$ 908,040</b>	<b>\$ (151,230)</b>	<b>\$ (462,103)</b>	<b>\$ (841,954)</b>
<b>Ending Reserved &amp; Designated Funds Available**</b>	<b>\$ 3,670,441</b>	<b>\$ 3,519,211</b>	<b>\$ 3,057,108</b>	<b>\$ 2,215,154</b>
<b>Total Ending Funds Available</b>				
<b>Total Beginning Funds Available</b>	<b>\$ 3,751,507</b>	<b>\$ 4,919,423</b>	<b>\$ 3,519,211</b>	<b>\$ 3,057,108</b>
Changes in Unreserved & Undesignated Funds Available	259,876	(1,248,982)	-	-
Changes in Reserved & Designated Funds Available	908,040	(151,230)	(462,103)	(841,954)
<b>Net Changes in Funds Available</b>	<b>\$ 1,167,916</b>	<b>\$ (1,400,212)</b>	<b>\$ (462,103)</b>	<b>\$ (841,954)</b>
<b>Total Ending Funds Available</b>	<b>\$ 4,919,423</b>	<b>\$ 3,519,211</b>	<b>\$ 3,057,108</b>	<b>\$ 2,215,154</b>

\* Expenditures exclude prior year's carryovers, if applicable.

\*\* The designation for claims incurred but not reported is not shown in the CAFR.

## RISK MANAGEMENT FUND DETAIL

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Reserved &amp; Designated Funds Available Detail</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>				
Reserved for Planned Future Use	\$ 262,401	\$ 170,441	\$ 935,383	\$ 841,954
Designated for Claims Incurred but not Reported	2,500,000	2,500,000	2,583,828	2,215,154
Designated for General Fund Transfer	-	1,000,000	-	-
<b>Total Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ 2,762,401</b>	<b>\$ 3,670,441</b>	<b>\$ 3,519,211</b>	<b>\$ 3,057,108</b>
<b>Decreases (Uses) of Reserved &amp; Designated Funds Available</b>				
Reserved for Planned Future Use	\$ 91,960	\$ 128,613	\$ 701,399	\$ 841,954
Designated for Claims Incurred but not Reported	-	-	368,674	-
Designated for General Fund Transfer	-	1,000,000	-	-
<b>Total Decreases in Reserved &amp; Designated Funds Available</b>	<b>\$ 91,960</b>	<b>\$ 1,128,613</b>	<b>\$ 1,070,073</b>	<b>\$ 841,954</b>
<b>Increases of Reserved &amp; Designated Funds Available</b>				
Reserved for Planned Future Use	\$ -	\$ 893,555	\$ 607,970	\$ -
Designated for Claims Incurred but not Reported	-	83,828	-	-
Designated for General Fund Transfer	1,000,000	-	-	-
<b>Total Increases in Reserved &amp; Designated Funds Available</b>	<b>\$ 1,000,000</b>	<b>\$ 977,383</b>	<b>\$ 607,970</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available</b>				
Reserved for Planned Future Use	\$ 170,441	\$ 935,383	\$ 841,954	\$ -
Designated for Claims Incurred but not Reported	2,500,000	2,583,828	2,215,154	2,215,154
Designated for General Fund Transfer	1,000,000	-	-	-
<b>Total Ending Reserved &amp; Designated Funds Available</b>	<b>\$ 3,670,441</b>	<b>\$ 3,519,211</b>	<b>\$ 3,057,108</b>	<b>\$ 2,215,154</b>
<b>Revenue &amp; Expenditure Detail by Category</b>				
<b>Revenues</b>				
Charges for Services	\$ 5,430,589	\$ 5,814,227	\$ 5,814,227	\$ 7,106,911
Investment Income	345,475	402,196	414,576	469,000
Other Revenues	787,987	328,534	874,820	216,000
<b>Total Revenues</b>	<b>\$ 6,564,051</b>	<b>\$ 6,544,957</b>	<b>\$ 7,103,623</b>	<b>\$ 7,791,911</b>
<b>Expenditures</b>				
Personal Services	\$ 553,317	\$ 576,319	\$ 609,168	\$ 639,657
Supplies & Services	4,842,126	6,367,464	7,360,856	7,993,194
Interfund Charges	692	1,386	735	1,014
Capital Related	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 5,396,135</b>	<b>\$ 6,945,169</b>	<b>\$ 7,970,759</b>	<b>\$ 8,633,865</b>

**RISK MANAGEMENT FUND**

	2005	2006	2007	2008	2009	2010	2011
	Actual	Projection	Adopted	Projected	Projected	Projected	Projected
<b>Long Range Outlook</b>							
Revenues	\$ 6,544,957	\$ 7,508,656	\$ 7,791,911	\$ 8,478,666	\$ 9,263,674	\$ 10,138,506	\$ 11,113,459
Expenditures - Operating	7,945,169	7,970,759	8,633,865	9,143,832	9,677,929	10,242,125	10,846,039
Expenditures - Capital	-	-	-	-	-	-	-
<b>Surplus / (Deficit)</b>	<b>\$ (1,400,212)</b>	<b>\$ (462,103)</b>	<b>\$ (841,954)</b>	<b>\$ (665,166)</b>	<b>\$ (414,255)</b>	<b>\$ (103,619)</b>	<b>\$ 267,420</b>
Beginning Funds Available	\$ 4,919,423	\$ 3,519,211	\$ 3,057,108	\$ 2,215,154	\$ 1,549,988	\$ 1,135,733	\$ 1,032,114
Inc/(Dec) in Funds Available	(1,400,212)	(462,103)	(841,954)	(665,166)	(414,255)	(103,619)	267,420
<b>Ending Funds Available</b>	<b>\$ 3,519,211</b>	<b>\$ 3,057,108</b>	<b>\$ 2,215,154</b>	<b>\$ 1,549,988</b>	<b>\$ 1,135,733</b>	<b>\$ 1,032,114</b>	<b>\$ 1,299,534</b>

**Risk Management Fund**

The Risk Management Fund accounts for centralized costs of self-insurance retention, administration, safety and occupational health programs, and excess insurance coverage for claims and judgments made against the City. Revenues are derived from charges to departments, interest income, and insurance recoveries.

From 2004 to 2005, total revenue, including transfers in, decreased by \$19,094 (0.3 percent) as a result of a \$461,000 decrease in insurance recoveries which was mostly offset by a \$384,000 increase in charges for services. Total expenditures including transfers increased \$2.5 million (47.2 percent), as a result of a \$1,000,000 transfer to the General Fund, as well as a \$652,900 unfavorable change to the actuarial reserve. Other claim costs and insurance premiums decreased by a net of \$137,600. Ending funds decreased by \$1.4 million. The minimum discounted outstanding claims payable balance at the end of 2005 is \$8.9 million with a possible maximum cost of \$12.0 million. This is the minimum amount of funds the City retains for claims that are incurred but not reported. This retention is not reflected in the fund balance and is increased or decreased through a positive or negative expenditure adjustment based on the annual actuarial study.

In 2006, total revenue, including transfers in, is expected to increase by \$963,700 (14.7 percent) as a result of insurance recoveries increasing by \$546,000 due to a large claim payment reimbursement from the excess insurance company. Transfers in are increasing from an expected transfer of \$405,000 from the General Fund in order to offset the unfavorable actuarial adjustment in 2005. Partially as a result of the large claim payment and large workers' compensation payments, total expenditures excluding transfers, are expected to increase by 14.8 percent. However, this increase in expenditures is offset by the removal of the \$1,000,000 transfer to the General Fund that occurred in 2005. The ending funds available are expected to decrease by \$462,100.

In 2007, revenue excluding transfers in will increase by 9.7 percent due to a 22.2 percent increase in the charges to departments. The charges for service are offset by decreases of \$659,000 in insurance recoveries and the removal of the onetime transfer from the General Fund that is expected to occur in 2006. The large increase in charges to departments is part of the five year plan to bring the fund into balance after two years of using fund balance to cover a portion of expenditures. Total expenditures are expected to increase 8.3 percent. This increase is a result of increases of 11.3 percent in expected insurance premiums, and an increase of 200 percent in the anticipated actuarial adjustment. Claim expenditures are expected to decrease by 2.6 percent. Fund balance of \$842,000 will be used to cover the operating shortfall, consequently funds available will drop by 27.5 percent to \$2.2 million by the end of 2007. These funds available provide contingency for uncertainty in the estimate of claim costs.

The five year pro forma projects significant use of reserves in 2008 though 2009 and then revenues equaling expenditures in 2010. The pro forma assumes that revenues from charges to departments will grow at 10.0 percent in 2008 through 2011. The increased charges will lead to an additional cost in the General Fund of \$566,000 in 2008 and \$622,000 in 2009. Insurance recoveries are projected to grow at 6.0 percent each year. Interest is estimated at 4.0 percent of the total funds available plus the claim reserve. Expenditures are based on the 2007 adopted amounts with personal services at 3.5 percent growth for regular salary and 15.0 percent for benefits. Supplies and services are assumed to grow at 6.0 percent for 2008 and all following years. This is a result of a 6.0 percent growth assumption for insurance and claim expenses.

## SURPLUS &amp; DEFICIENCY FUND SUMMARY

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Sources and Uses of Funds</b>				
<b>Sources of Funds</b>				
Revenues	\$ 41,884	\$ 104,342	\$ 51,853	\$ 30,143
Transfers In (from other funds)	-	-	-	-
From Decrease in Reserves & Designated Funds Available	-	41,500	-	-
<b>Total Sources Before Decrease in Funds Available</b>	<b>\$ 41,884</b>	<b>\$ 145,842</b>	<b>\$ 51,853</b>	<b>\$ 30,143</b>
From Decrease in Undesignated Funds Available	506,616	-	-	-
<b>Total Sources</b>	<b>\$ 548,500</b>	<b>\$ 145,842</b>	<b>\$ 51,853</b>	<b>\$ 30,143</b>
<b>Uses of Funds</b>				
Expenditures *	\$ -	\$ -	\$ -	\$ -
Transfers Out (to other funds)	41,500	71,500	41,500	-
To Increase Reserves & Designated Funds Available	507,000	-	-	-
<b>Total Uses Before Increase in Funds Available</b>	<b>\$ 548,500</b>	<b>\$ 71,500</b>	<b>\$ 41,500</b>	<b>\$ -</b>
To Increase Undesignated Funds Available	-	74,342	10,353	30,143
<b>Total Uses</b>	<b>\$ 548,500</b>	<b>\$ 145,842</b>	<b>\$ 51,853</b>	<b>\$ 30,143</b>
<b>Changes in Unreserved &amp; Undesignated Funds Available</b>				
<b>Beginning Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 693,968</b>	<b>\$ 187,352</b>	<b>\$ 261,694</b>	<b>\$ 272,047</b>
Revenues & Other Sources	41,884	145,842	51,853	30,143
Expenditures & Other Uses	(548,500)	(71,500)	(41,500)	-
<b>Net Changes in Unreserved &amp; Undesignated Funds Available</b>	<b>\$ (506,616)</b>	<b>\$ 74,342</b>	<b>\$ 10,353</b>	<b>\$ 30,143</b>
<b>Ending Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 187,352</b>	<b>\$ 261,694</b>	<b>\$ 272,047</b>	<b>\$ 302,190</b>
<b>Changes in Reserved &amp; Designated Funds Available</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ 4,500</b>	<b>\$ 511,500</b>	<b>\$ 470,000</b>	<b>\$ 470,000</b>
Decreases in Reserved & Designated	-	(41,500)	-	-
Increases in Reserved & Designated	507,000	-	-	-
<b>Net Changes in Reserved &amp; Designated Funds Available</b>	<b>\$ 507,000</b>	<b>\$ (41,500)</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available **</b>	<b>\$ 511,500</b>	<b>\$ 470,000</b>	<b>\$ 470,000</b>	<b>\$ 470,000</b>
<b>Total Ending Funds Available</b>				
<b>Total Beginning Funds Available</b>	<b>\$ 698,468</b>	<b>\$ 698,852</b>	<b>\$ 731,694</b>	<b>\$ 742,047</b>
Changes in Unreserved & Undesignated Funds Available	(506,616)	74,342	10,353	30,143
Changes in Reserved & Designated Funds Available	507,000	(41,500)	-	-
<b>Net Changes in Funds Available</b>	<b>\$ 384</b>	<b>\$ 32,842</b>	<b>\$ 10,353</b>	<b>\$ 30,143</b>
<b>Total Ending Funds Available</b>	<b>\$ 698,852</b>	<b>\$ 731,694</b>	<b>\$ 742,047</b>	<b>\$ 772,190</b>

\* Expenditures exclude prior year's carryovers, if applicable.

\*\* The 2004 designation for the fence financing reserve has been corrected from \$470,000 to reflect \$500,000 as disclosed to City Council.

## SURPLUS &amp; DEFICIENCY FUND DETAIL

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Reserved &amp; Designated Funds Available Detail</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>				
Reserved for Debt Service	\$ -	\$ -	\$ -	\$ -
Reserve for Planned Future Use	4,500	11,500	-	-
Reserved for Fence Replacement Program	-	500,000	470,000	470,000
<b>Total Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ 4,500</b>	<b>\$ 511,500</b>	<b>\$ 470,000</b>	<b>\$ 470,000</b>
<b>Decreases (Uses) of Reserved &amp; Designated Funds Available</b>				
Reserved for Debt Service	\$ -	\$ -	\$ -	\$ -
Reserve for Planned Future Use	-	11,500	-	-
Reserved for Fence Replacement Program	-	30,000	-	-
<b>Total Decreases in Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ 41,500</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Increases of Reserved &amp; Designated Funds Available</b>				
Reserved for Debt Service	\$ -	\$ -	\$ -	\$ -
Reserve for Planned Future Use	7,000	-	-	-
Reserved for Fence Replacement Program	500,000	-	-	-
<b>Total Increases in Reserved &amp; Designated Funds Available</b>	<b>\$ 507,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available</b>				
Reserved for Debt Service	\$ -	\$ -	\$ -	\$ -
Reserve for Planned Future Use	11,500	-	-	-
Reserved for Fence Replacement Program	500,000	470,000	470,000	470,000
<b>Total Ending Reserved &amp; Designated Funds Available</b>	<b>\$ 511,500</b>	<b>\$ 470,000</b>	<b>\$ 470,000</b>	<b>\$ 470,000</b>
<b>Revenue &amp; Expenditure Detail by Category</b>				
<b>Revenues</b>				
Property Tax	\$ 11,884	\$ 63,166	\$ 16,920	\$ -
Interest	30,000	41,176	34,933	30,143
<b>Total Revenues</b>	<b>\$ 41,884</b>	<b>\$ 104,342</b>	<b>\$ 51,853</b>	<b>\$ 30,143</b>
<b>Expenditures</b>				
Personal Services	\$ -	\$ -	\$ -	\$ -
Supplies & Services	-	-	-	-
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**SURPLUS & DEFICIENCY FUND**

	2005	2006	2007	2008	2009	2010	2011
	Actual	Projection	Adopted	Projected	Projected	Projected	Projected
<b>Long Range Outlook</b>							
Revenues	\$ 104,342	\$ 51,853	\$ 30,143	\$ 30,888	\$ 31,293	\$ 31,715	\$ 32,153
Expenditures - Operating	71,500	41,500	-	20,750	20,750	20,750	20,750
Expenditures - Capital	-	-	-	-	-	-	-
<b>Surplus / (Deficit)</b>	<b>\$ 32,842</b>	<b>\$ 10,353</b>	<b>\$ 30,143</b>	<b>\$ 10,138</b>	<b>\$ 10,543</b>	<b>\$ 10,965</b>	<b>\$ 11,403</b>
Beginning Funds Available	\$ 698,852	\$ 731,694	\$ 742,047	\$ 772,190	\$ 782,328	\$ 792,871	\$ 803,836
Inc/(Dec) in Funds Available	32,842	10,353	30,143	10,138	10,543	10,965	11,403
<b>Ending Funds Available</b>	<b>\$ 731,694</b>	<b>\$ 742,047</b>	<b>\$ 772,190</b>	<b>\$ 782,328</b>	<b>\$ 792,871</b>	<b>\$ 803,836</b>	<b>\$ 815,239</b>

**Surplus & Deficiency Fund**

The Surplus & Deficiency Fund accounts for special assessments from property owners when the associated bonded debt has been fully paid. After all special assessment debt secured by this fund is paid, these monies may be used to repay other special assessment bonds if the Special Improvement District Debt Service (SIDDD) Fund does not have sufficient funds for this purpose. In addition, the fund can be used to pay City administrative costs associated with financing, acquiring, or constructing public improvements similar to those improvements funded by a special improvement district.

Surplus & Deficiency Fund expenditures are generally transfers to other funds. In 2003, the fund began receiving assessment revenue associated with the Highpointe Summit neighborhood fence. For 2004, only the Finance Department's administration of the fund was expended. In 2004, City Council's Management and Finance (M&F) Policy committee agreed to reserve \$500,000 for future use associated with the financing of the Neighborhood Fence Program.

In 2005, \$30,000 of the \$500,000 fence financing reserve was transferred to the SIDDD Fund for use in current fence financing projects. In addition, assessment revenue, mostly one-time revenue associated with the collection of delinquent assessments, resulted in a \$62,500 increase in revenue. Because of this influx of revenue, fund balance increased \$32,800 (4.7 percent).

In 2006, revenue is projected to decline \$52,500 from 2005 primarily due to the difference in one-time revenue collections. Revenues associated with the tax collection from residences in the Highpointe neighborhood and interest income are the only active revenues to the fund. The reason for the \$30,000 decrease in the transfer out line is that the SIDDD Fund transfer in 2005 was a one-time transfer that is not repeated in 2006. However, the \$41,500 transfer to the General Fund remains to pay Finance Department General Fund expenses for administering SIDDD Fund related issues. These changes amount to a small net change in funds available.

2007 includes revenues associated with Highpointe fence tax revenues and interest income. The 2006 expenditure of \$41,500 included amounts for 2007, so no expenses are projected in 2007.

For 2008 through 2011, funds available is expected to increase consistently as Highpointe fence tax revenues continue along with growth in interest income. The transfer to the General Fund is related to the Finance Department's costs associated with the fund. These costs are dropping to \$20,750 annually in future years.

## TABOR RESERVE FUND SUMMARY

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Sources and Uses of Funds</b>				
<b>Sources of Funds</b>				
Revenues	\$ 178,089	\$ 215,721	\$ 263,000	\$ 288,388
Transfers In (from other funds)	147,934	66,075	162,558	50,468
From Decrease in Reserves & Designated Funds Available	-	-	-	-
<b>Total Sources Before Decrease in Funds Available</b>	<b>\$ 326,023</b>	<b>\$ 281,796</b>	<b>\$ 425,558</b>	<b>\$ 338,856</b>
From Decrease in Undesignated Funds Available	-	-	-	-
<b>Total Sources</b>	<b>\$ 326,023</b>	<b>\$ 281,796</b>	<b>\$ 425,558</b>	<b>\$ 338,856</b>
<b>Uses of Funds</b>				
Expenditures *	\$ -	\$ -	\$ -	\$ -
Transfers Out (to other funds)	-	-	-	-
To Increase Reserves & Designated Funds Available	-	-	-	-
<b>Total Uses Before Increase in Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
To Increase Undesignated Funds Available	326,023	281,796	425,558	338,856
<b>Total Uses</b>	<b>\$ 326,023</b>	<b>\$ 281,796</b>	<b>\$ 425,558</b>	<b>\$ 338,856</b>
<b>Changes in Unreserved &amp; Undesignated Funds Available</b>				
<b>Beginning Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 6,277,268</b>	<b>\$ 6,603,291</b>	<b>\$ 6,885,087</b>	<b>\$ 7,310,645</b>
Revenues & Other Sources	326,023	281,796	425,558	338,856
Expenditures & Other Uses	-	-	-	-
<b>Net Changes in Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 326,023</b>	<b>\$ 281,796</b>	<b>\$ 425,558</b>	<b>\$ 338,856</b>
<b>Ending Unreserved &amp; Undesignated Funds Available</b>	<b>\$ 6,603,291</b>	<b>\$ 6,885,087</b>	<b>\$ 7,310,645</b>	<b>\$ 7,649,501</b>
<b>Changes in Reserved &amp; Designated Funds Available</b>				
<b>Beginning Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Decreases in Reserved & Designated	-	-	-	-
Increases in Reserved & Designated	-	-	-	-
<b>Net Changes in Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Ending Reserved &amp; Designated Funds Available</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Ending Funds Available</b>				
<b>Total Beginning Funds Available</b>	<b>\$ 6,277,268</b>	<b>\$ 6,603,291</b>	<b>\$ 6,885,087</b>	<b>\$ 7,310,645</b>
Changes in Unreserved & Undesignated Funds Available	326,023	281,796	425,558	338,856
Changes in Reserved & Designated Funds Available	-	-	-	-
<b>Net Changes in Funds Available</b>	<b>\$ 326,023</b>	<b>\$ 281,796</b>	<b>\$ 425,558</b>	<b>\$ 338,856</b>
<b>Total Ending Funds Available</b>	<b>\$ 6,603,291</b>	<b>\$ 6,885,087</b>	<b>\$ 7,310,645</b>	<b>\$ 7,649,501</b>
<b>Revenue &amp; Expenditure Detail</b>				
<b>Revenues</b>				
Interest	\$ 178,089	\$ 215,721	\$ 263,000	\$ 288,388
<b>Total Revenues</b>	<b>\$ 178,089</b>	<b>\$ 215,721</b>	<b>\$ 263,000</b>	<b>\$ 288,388</b>
<b>Expenditures</b>				
Expenditures	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

\* Expenditures exclude prior year's carryovers, if applicable.

## TABOR RESERVE FUND DETAIL

	2005	2006	2007	2008	2009	2010	2011
	Actual	Projection	Adopted	Projected	Projected	Projected	Projected
<b>Long Range Outlook</b>							
Revenues	\$ 281,796	\$ 425,558	\$ 338,856	\$ 369,879	\$ 388,004	\$ 402,862	\$ 431,111
Expenditures - Operating	-	-	-	-	-	-	-
Expenditures - Capital	-	-	-	-	-	-	-
<b>Surplus / (Deficit)</b>	<b>\$ 281,796</b>	<b>\$ 425,558</b>	<b>\$ 338,856</b>	<b>\$ 369,879</b>	<b>\$ 388,004</b>	<b>\$ 402,862</b>	<b>\$ 431,111</b>
Beginning Funds Available	\$ 6,603,291	\$ 6,885,087	\$ 7,310,645	\$ 7,649,501	\$ 8,019,380	\$ 8,407,384	\$ 8,810,246
Inc/(Dec) in Funds Available	281,796	425,558	338,856	369,879	388,004	402,862	431,111
<b>Ending Funds Available</b>	<b>\$ 6,885,087</b>	<b>\$ 7,310,645</b>	<b>\$ 7,649,501</b>	<b>\$ 8,019,380</b>	<b>\$ 8,407,384</b>	<b>\$ 8,810,246</b>	<b>\$ 9,241,357</b>

## TABOR Reserve Fund

The Taxpayer Bill of Rights (TABOR) Reserve Fund was created in 1999 to account for monies of the City that are reserved pursuant to the requirements of Article X, Section 20(5) of the Colorado Constitution (the TABOR Amendment). As defined by the amendment, expenditures from this fund may be used solely for declared emergencies and must be replenished within 365 days. Money in excess of the Fund's minimum legal requirement (3.0 percent of the adjusted fiscal year's spending limit) may be transferred to any other fund of the City and expended for other public purposes. The City Council, upon majority vote, may approve loans from this fund to any other fund on the terms and conditions Council deems appropriate, provided that those funds are not needed to defray the costs associated with any declared emergency.

The revenues for the TABOR Reserve Fund are derived primarily from interest earnings and a transfer from the Policy Reserve Fund to maintain the 3.0 percent reserve requirement. After a low in 2004, interest has increased steadily in 2005 and 2006 and is expected to continue this trend in 2007 due to increases in the federal funds rate. In 2005, \$66,075 was transferred to this fund from surplus fund balance in the Policy Reserve Fund. The Policy Reserve Fund will also transfer \$162,580 to cover a projected shortfall in 2006.

Ending funds available are expected to increase by 4.6 percent in 2007. This increase is due to interest earnings that amount to 4.0 percent of the previous year's ending funds available. In addition to interest revenues, a transfer of \$50,468 will be received from the Policy Reserve Fund to allow the TABOR reserve requirement to be met. Because City emergencies cannot be anticipated, no operating costs are projected in 2007 or in out-years. The table below shows the 3.0 percent reserve requirement from 2004 through 2007.

Year	Reserve Requirement
2004	\$ 6,603,291
2005	\$ 6,885,087
2006	\$ 7,310,645
2007	\$ 7,649,501

From 2008 to 2011, 4.0 percent interest rates and average transfers from the Policy Reserve Fund of \$73,000 per year will be enough to keep the TABOR Reserve Fund in compliance.

### WASTEWATER FUND SUMMARY

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Sources and Uses of Funds</b>				
<b>Sources of Funds</b>				
Revenue	34,547,677	40,973,930	105,400,731	50,087,974
From Decreases in Reserved and Designated	0	0	0	17,914,555
<b>Total Sources Before Decrease in Funds Available</b>	<b>34,547,677</b>	<b>40,973,930</b>	<b>105,400,731</b>	<b>68,002,529</b>
From Decrease in Undesignated Funds Available	7,862,168	0	0	0
<b>Total Sources</b>	<b>42,409,845</b>	<b>40,973,930</b>	<b>105,400,731</b>	<b>68,002,529</b>
<b>Uses of Funds</b>				
Expenditures	42,409,845	39,315,588	49,352,589	68,002,529
To Increases in Reserved and Designated	0	0	17,914,555	0
<b>Total Uses Before Increase in Funds Available</b>	<b>42,409,845</b>	<b>39,315,588</b>	<b>67,267,144</b>	<b>68,002,529</b>
To Increase Undesignated Funds Available	0	1,658,342	38,133,587	0
<b>Total Uses</b>	<b>42,409,845</b>	<b>40,973,930</b>	<b>105,400,731</b>	<b>68,002,529</b>

### Changes in Unreserved and Undesignated Funds Available

<b>Beginning Unreserved and Undesignated Funds Available</b>	<b>14,587,403</b>	<b>6,981,235</b>	<b>8,895,577</b>	<b>47,285,164</b>
Revenues	34,547,677	40,973,930	105,400,731	68,002,529
Expenditures	-42,409,845	-39,315,588	-67,267,144	-68,002,529
Interfund Loan Principal Revenue	256,000	256,000	256,000	256,000
<b>Net Changes in Unreserved and Undesignated Funds Available</b>	<b>-7,606,168</b>	<b>1,914,342</b>	<b>38,389,587</b>	<b>256,000</b>
<b>Ending Unreserved and Undesignated Funds Available</b>	<b>6,981,235</b>	<b>8,895,577</b>	<b>47,285,164</b>	<b>47,541,164</b>

### Changes in Reserved and Designated Funds Available

<b>Beginning Reserved and Designated Funds Available</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,914,555</b>
Decreases in Reserved and Designated	0	0	0	-17,914,555
Increases in Reserved and Designated	0	0	17,914,555	0
<b>Net Changes in Reserved and Designated Funds Available</b>	<b>0</b>	<b>0</b>	<b>17,914,555</b>	<b>-17,914,555</b>
<b>Ending Reserved and Designated Funds Available</b>	<b>0</b>	<b>0</b>	<b>17,914,555</b>	<b>0</b>

### Total Ending Funds Available

<b>Total Beginning Funds Available</b>	<b>14,587,403</b>	<b>6,981,235</b>	<b>8,895,578</b>	<b>65,199,719</b>
Changes in Unreserved and Undesignated Funds Available	-7,606,168	1,914,342	38,389,587	256,000
Changes in Reserved and Designated Funds	0	0	17,914,555	-17,914,555
<b>Net Changes in Funds Available</b>	<b>-7,606,168</b>	<b>1,914,342</b>	<b>56,304,142</b>	<b>-17,658,555</b>
<b>Total Ending Funds Available</b>	<b>6,981,235</b>	<b>8,895,578</b>	<b>65,199,719</b>	<b>47,541,164</b>

### WASTEWATER FUND SUMMARY

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Reserved Designated Funds Available Detail</b>				
<b>Beginning Reserved and Designated Funds Available</b>				
For Future Operating Use	0	0	0	0
For Future Capital Projects	0	0	0	17,914,555
<b>Total Beginning Reserved and Designated Funds Available</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,914,555</b>
<b>Decreases (Uses) of Reserved and Designated Funds Available</b>				
For Future Operating Use	0	0	0	0
For Future Capital Projects	0	0	0	17,914,555
<b>Total Decreases of Reserved and Designated Funds Available</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,914,555</b>
<b>Increases of Reserved and Designated Funds Available</b>				
For Future Operating Use	0	0	0	0
For Future Capital Projects	0	0	17,914,555	0
<b>Total Increases of Reserved and Designated Funds Available</b>	<b>0</b>	<b>0</b>	<b>17,914,555</b>	<b>0</b>
<b>Ending Reserved and Designated Funds Available</b>				
For Future Operating Use	0	0	0	0
For Future Capital Projects	0	0	17,914,555	0
<b>Total Ending Reserved and Designated Funds Available</b>	<b>0</b>	<b>0</b>	<b>17,914,555</b>	<b>0</b>

<b>Revenue and Expenditure Detail</b>				
<b>Revenues</b>				
Charges for Services	26,327,715	29,059,181	32,071,515	40,577,588
Investment Income	1,030,664	1,262,531	1,608,408	1,302,421
Other revenues	7,178,142	10,643,707	12,480,623	8,196,304
Proceeds from sale of assets	11,156	8,510	11,490	11,661
Proceeds from LT Borrowings	0	0	59,228,695	0
<b>Total Revenues</b>	<b>34,547,677</b>	<b>40,973,930</b>	<b>105,400,731</b>	<b>50,087,974</b>
<b>Expenditures</b>				
Personal Services	6,605,107	7,393,614	8,605,388	9,360,803
Supplies and Services	14,703,001	16,404,932	19,630,454	22,897,583
Interfund Charges	632,122	716,997	714,692	868,922
Debt Related	2,166,429	2,149,325	1,714,408	4,652,420
Capital Related	476,447	666,393	1,079,914	1,132,237
Capital Projects (Continuing Appropriation)	17,826,739	11,984,327	17,607,734	29,090,565
<b>Total Expenditures</b>	<b>42,409,845</b>	<b>39,315,588</b>	<b>49,352,589</b>	<b>68,002,529</b>

Capital projects spending would only be executed when actual cash was available and would not rely on the appropriation. Aurora Water revenues and expenditures beyond 2007 are projected through a cash flow model.

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**Wastewater Fund**

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The Wastewater Fund is an enterprise fund that provides for the systems and operations used in treating and disposing of wastewater from the sanitary sewer and storm drainage activities of the City.

In 2005, revenues increased \$6.4 million (18.5 percent) compared to the prior year primarily due to increased development fees and a charge for service paid by the Water Fund to the Wastewater Fund (reclaimed water service allocation). Total expenditures decreased in 2005 by \$3.1 million from the prior year primarily due to a decrease in capital projects spending. Reduced capital projects spending of \$5.8 million was offset by an increase in supplies and services (\$1.7 million or 11.6 percent) and personal services (\$0.8 million or 11.9 percent). A total of 11.32 full time equivalents (FTEs) were added in 2005. Fiscal year 2005 ending funds available for the Wastewater Fund increased by \$1.9 million (27.4 percent).

In 2006, total revenues are projected to increase by \$ 64.4 million primarily due to the issuance of revenue bonds to fund Capital Projects spending. Net of bond proceeds, revenues are projected to increase by \$5.2 million (12.7 percent) primarily due to an increase in utility sales and annexation fees, offset by a projected slow down in development fees. Effective May 2006, Council approved rate/fee increases for sanitary sewer and storm drainage services, 12% and 25% respectively. Total expenditures in 2006 are projected to increase \$10.0 million (25.5 percent) compared to 2005. Projected increases in spending include the following: Capital projects (\$5.6 million); supplies and services (\$3.2 million) primarily for professional/technical services, payment to Metro Wastewater for sanitary sewer service, and repair/remaintenance for facilities and storm drainage infrastructure; and personal services (\$1.2 million) as 11.03 full time equivalents (FTEs) were added in 2006. Ending funds available in 2006 are projected to increase by \$56.3 million which includes \$17.9 million in reserved/designated funds. Net increase in unreserved and undesignated funds available is \$38.4 million.

In 2007, total revenues are projected to decrease \$55.3 million compared to 2006. No bonds will be issued in 2007. Revenues, excluding bond proceeds, are projected to increase \$3.9 million. Charges for services are anticipated to increase in 2006 offset by a reduction in annexation fees. Council has approved rate fee increases for sanitary sewer and storm drainage effective January 1, 2007. Expenditures are expected to increase by \$18.6 million (37.8 percent). Increases include capital projects (\$11.5 million), debt related (\$2.9 million) to fund debt service payments for the 2006 revenue bond issue, and supplies and services (\$3.3 million) for sanitary sewer services provided by Metro Wastewater and wastewater repair & maintenance of infrastructure. Fiscal year 2007 ending funds available will decrease by \$17.7 million.

### WATER FUND SUMMARY

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Sources and Uses of Funds</b>				
<b>Sources of Funds</b>				
Revenue	129,071,175	223,817,269	139,823,075	254,899,626
Transfer In	0	200,000	0	0
From Decreases in Reserved and Designated	0	0	-0	0
<b>Total Sources Before Decrease in Funds Available</b>	<b>129,071,175</b>	<b>224,017,269</b>	<b>139,823,075</b>	<b>254,899,626</b>
From Decrease in Undesignated Funds Available	0	0	34,975,045	0
<b>Total Sources</b>	<b>129,071,175</b>	<b>224,017,269</b>	<b>174,798,120</b>	<b>254,899,626</b>
<b>Uses of Funds</b>				
Expenditures	81,537,618	174,823,481	174,798,120	217,455,518
To Increases in Reserved and Designated	0	0	0	0
<b>Total Uses Before Increase in Funds Available</b>	<b>81,537,618</b>	<b>174,823,481</b>	<b>174,798,120</b>	<b>217,455,518</b>
To Increase Undesignated Funds Available	47,533,557	49,193,788	0	37,444,108
<b>Total Uses</b>	<b>129,071,175</b>	<b>224,017,269</b>	<b>174,798,120</b>	<b>254,899,626</b>

### Changes in Unreserved and Undesignated Funds Available

<b>Beginning Unreserved and Undesignated Funds Available</b>	<b>29,607,321</b>	<b>77,140,878</b>	<b>126,334,666</b>	<b>91,359,621</b>
Revenues	129,071,175	224,017,269	139,823,075	254,899,626
Expenditures	-81,537,618	-174,823,481	-174,798,120	-217,455,518
<b>Net Changes in Unreserved and Undesignated Funds Available</b>	<b>47,533,557</b>	<b>49,193,788</b>	<b>-34,975,045</b>	<b>37,444,108</b>
<b>Ending Unreserved and Undesignated Funds Available</b>	<b>77,140,878</b>	<b>126,334,666</b>	<b>91,359,621</b>	<b>128,803,729</b>

### Changes in Reserved and Designated Funds Available

<b>Beginning Reserved and Designated Funds Available</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Decreases in Reserved and Designated	0	0	0	0
Increases in Reserved and Designated	0	0	0	0
<b>Net Changes in Reserved and Designated Funds Available</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Reserved and Designated Funds Available</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Total Ending Funds Available

<b>Total Beginning Funds Available</b>	<b>29,607,321</b>	<b>77,140,878</b>	<b>126,334,666</b>	<b>91,359,621</b>
Changes in Unreserved and Undesignated Funds Available	47,533,557	49,193,788	-34,975,045	37,444,108
Changes in Reserved and Designated Funds	0	0	0	0
<b>Net Changes in Funds Available</b>	<b>47,533,557</b>	<b>49,193,788</b>	<b>-34,975,045</b>	<b>37,444,108</b>
<b>Total Ending Funds Available</b>	<b>77,140,878</b>	<b>126,334,666</b>	<b>91,359,621</b>	<b>128,803,729</b>

### WATER FUND SUMMARY

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
<b>Reserved Designated Funds Available Detail</b>				
<b>Beginning Reserved and Designated Funds Available</b>				
For Future Operating Use	0	0	0	0
For Future Capital Projects	0	0	0	0
<b>Total Beginning Reserved and Designated Funds Available</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Decreases (Uses) of Reserved and Designated Funds Available</b>				
For Future Operating Use	0	0	0	0
For Future Capital Projects	0	0	0	0
<b>Total Decreases of Reserved and Designated Funds Available</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Increases of Reserved and Designated Funds Available</b>				
For Future Operating Use	0	0	0	0
For Future Capital Projects	0	0	0	0
<b>Total Increases of Reserved and Designated Funds Available</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Ending Reserved and Designated Funds Available</b>				
For Future Operating Use	0	0	0	0
For Future Capital Projects	0	0	0	0
<b>Total Ending Reserved and Designated Funds Available</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Revenue and Expenditure Detail</b>				
<b>Revenues</b>				
Intergovernmental	0	142,493	51,337	0
License and Permits	59,130	61,320	106,081	65,933
Charges for Services	50,860,168	64,535,177	77,054,410	86,391,914
Investment Income	3,288,854	5,824,951	7,776,100	5,149,359
Other revenues	34,809,693	51,000,857	54,779,661	33,235,824
Proceeds from sale of assets	53,331	645,450	55,486	56,596
Proceeds from LT Borrowings	40,000,000	101,607,022	0	130,000,000
<b>Total Revenues</b>	<b>129,071,175</b>	<b>223,817,269</b>	<b>139,823,075</b>	<b>254,899,626</b>
<b>Expenditures</b>				
Personal Services	11,172,149	12,701,031	15,101,604	16,969,458
Supplies and Services	20,119,961	25,911,952	25,397,679	30,523,457
Interfund Charges	1,009,141	1,036,361	1,116,724	1,355,801
Debt Related	17,602,602	19,431,376	22,545,933	28,528,878
Capital Related	1,418,792	1,068,625	2,597,916	2,666,949
Capital Projects (Continuing Appropriation)	30,214,974	114,674,135	108,038,264	137,410,975
<b>Total Expenditures</b>	<b>81,537,618</b>	<b>174,823,481</b>	<b>174,798,120</b>	<b>217,455,518</b>

Capital projects spending would only be executed when actual cash was available and would not rely on the appropriation. Aurora Water revenues and expenditures beyond 2007 are projected through a cash flow model.

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**Water Fund**

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The Water Fund is an enterprise fund that provides for the acquisition of water and water rights, the operation and maintenance of the water plant and distribution system, and distribution of safe, high quality drinking water to the citizens of Aurora.

In 2005, revenues increased by \$94.9 million from the prior year primarily due to an increase in bond proceeds received in 2005. Net of bond proceeds, revenues increased by \$33.3 million (37.4 percent), primarily utility sales and development fees. Expenditures increased \$93.3 million (114.4 percent) primarily due to increased Capital Projects spending. Capital Projects excluded, expenditures for 2005 increased \$8.8 million compared to the prior year. Supplies and services increased \$5.8 million (28.8 percent) primarily due to intergovernmental agreements and reclaimed water services paid to the Wastewater Fund. Debt related increased by \$1.8 million (10.4 percent) due to increased debt service payments for revenue bonds issued in 2003 and 2004. Personal services increased \$1.5 million (13.7 percent) as 13.68 full time equivalents (FTEs) were added to the Water Fund. Ending funds available increased by \$49.2 million in 2005.

In 2006, revenues are projected to decrease \$84.2 million compared to 2005 as no bonds were issued in 2006. Net of bond proceeds, revenues are projected to increase \$17.6 million (14.4 percent) primarily due to utility sales. Effective January 2006, Council approved a rate/fee increase of 12%. There is no significant variance in total expenditures for 2006 compared to 2005. There is a decrease in capital projects spending (\$6.6 million) in 2006 offset by increased spending in debt related (\$3.1 million) for 2005 revenue bond issue debt service payments, personal services (\$2.4 million) due to positions added in 2006, and capital related (\$1.5 million) for infrastructure improvements and equipment. Fiscal year 2006 ending funds available are expected to decrease \$35.0 million (27.7 percent) due to the use of 2005 revenue bond proceeds for capital projects.

In 2007, revenues are projected to increase \$115.1 million, primarily bond proceeds. Net of bond proceeds, revenues are projected to decrease \$14.9 million (10.7 percent). Utility sales are projected to increase by \$9.3 million (12.1 percent) offset by a projected slow down in development fees. Expenditures are expected to increase \$42.7 million (24.4 percent) in 2007 primarily due to increased capital projects spending. Operating increases include debt related (\$6.0 million) for 2007 revenue bond issue debt payments, Supplies and services (\$5.1 million) primarily for short-term water leases, and personal services (\$1.9 million) to fund 27.0 full time equivalents (FTEs) added to the water fund in 2007. Ending 2007 funds available are projected to increase \$37.4 million from the prior year.





# **DEPARTMENT BUDGETS**



## **2007 Department Operating Budgets Overview**

This section presents detailed information regarding the operating budgets for each City department. This section provides each of the following items for all departments:

- A budget summary for each major type of expenditure;
  - A major variance explanation;
  - A summary of budget amendment requests;
  - An operating expenditure summary for each fund in the department;
  - A staffing summary for each fund in the department; and
  - A program description with a staffing and expenditure summary for each program in the department. This includes identification of activities in support of City Council's goals and objectives, relevant volume measures of workload, net cost, and cost benefit.
- Inactive programs are not displayed.

Data for the years 2004 through 2007 are presented. This section includes only operating expenditures. The capital budget information is reported in section H of the budget book. The 2004 through 2005 data represent actual expenditures reconciled to the City's Comprehensive Annual Financial Report with minor variances due to rounding. The 2006 data represents a projection of year-end expenditures. The 2007 numbers represent the Adopted Budget.

# Aurora Water

15151 E. Alameda Parkway - Aurora CO 80012 - (303) 739-7370  
 Peter Binney, Aurora Water Director - PBINNEY@auroragov.org



## DESCRIPTION

Aurora Water is responsible for enhancing and protecting the quality of life for Aurora citizens by providing quality water, sewer, and storm drainage services in a manner that balances social, environmental, and economic needs. Responsibilities and roles within the organization include: operation and maintenance of the water, sewer, and storm drainage systems; water and wastewater treatment; utility financial monitoring and planning; utility system plan review and system planning; public information and water conservation; meter reading, billing, and revenue collection; water resources planning, acquisition, and development; water and wastewater quality control for regulatory compliance and public health; and administration.

## BUDGET SUMMARY

Description of Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	304.00	329.00	375.00	416.00
<b>FTE Total</b>	<b>304.00</b>	<b>329.00</b>	<b>375.00</b>	<b>416.00</b>
Personal Services	17,777,256	20,094,645	23,641,592	25,612,877
Supplies and Services	34,822,961	42,316,884	42,528,133	48,921,039
Interfund Charges	1,641,263	1,753,358	1,831,416	2,224,723
Debt Related	19,769,031	21,580,701	24,260,341	33,181,298
Capital Related	1,895,239	1,735,018	3,677,830	3,799,186
<b>Expenditures Total</b>	<b>75,905,750</b>	<b>87,480,606</b>	<b>95,939,312</b>	<b>113,739,123</b>

## MAJOR VARIANCE EXPLANATION

In 2005, the overall increase in expenditures for Aurora Water was \$11.6 million from the prior year. Expenditures for personal services increased \$2.3 million due to the addition of 25 full time equivalent (FTE) positions primarily in engineering, maintenance, and business services. Supplies and services increased \$7.5 million primarily due to increases in short term water leases, electrical costs associated with the transmission and distribution of raw and treated water, repair and maintenance, and professional/technical services. Debt related increased \$1.8 million primarily due to debt payments associated with revenue bonds issued in 2003 and 2004, and retirement of bonds issued in 1989.

In 2006, overall expenditures increased \$8.5 million compared to 2005. Personal services increased \$3.5 million due to the addition of 46 full time equivalent (FTE) positions for system expansion, additional water supply, and the Prairie Waters Project. Debt related increased \$2.7 million primarily due to debt payments associated with revenue bonds issued in 2005. Capital related increased \$1.9 million due to new and replacement vehicles and equipment.

In 2007, overall expenditures are projected to increase by \$17.8 million from 2006. Debt related is projected to increase \$8.9 million primarily due to debt payments associated with the issuance of revenue bonds to fund the Prairie Waters Project. Supplies and services are projected to increase by \$6.4 million to fund additional short term water leases if needed (\$4.4 million) and administrative support from the General Fund (\$1.5 million). Personal services are projected to increase by \$2.0 million. A net 41 full time equivalent (FTE) positions are shown as additions, however this will be revised in a supplemental amendment to a lower number after presentation to and approval by council.

## Aurora Water

## BUDGET AMENDMENT REQUESTS

Subprogram/Description	Wastewater Fund		Water Fund		Aurora Water Total	
	FTE	Budget	FTE	Budget	FTE	Budget
<b>Aurora Water Customer Billing</b>						
FTE Count Transfer	-0.50	0	-0.50	0	-1.00	0
This is the transfer out of one FTE to Information Technology. The position is funded by Aurora Water but the employee is supervised by Information Technology.						
<b>Aurora Water Customer Billing Total:</b>	<b>-0.50</b>	<b>0</b>	<b>-0.50</b>	<b>0</b>	<b>-1.00</b>	<b>0</b>
<b>Aurora Water Operations Administration</b>						
Asset Management Study	0.00	87,500	0.00	162,500	0.00	250,000
Aurora Water has a need for an asset management system. This funding is for a feasibility study and possible software purchase.						
Efficient & Effective Study	0.00	30,000	0.00	120,000	0.00	150,000
This amendment is for an Efficiency and Effectiveness Study for managers, superintendents and supervisory personnel within the Operations Division, in response to Council request.						
Operating Cost Adjustment	0.00	7,478	0.00	16,233	0.00	23,711
This amendment is requested for funding of various operating costs that were insufficient from reorganization of the Operations Division including office supplies, overtime, advertising, business meetings and dues.						
Safety/Training Specialist	0.50	49,034	0.50	49,034	1.00	98,068
Water Safety and Training Specialists: This position will be dedicated to develop training and safety programs for employees. The department requires employees to have special training for state certifications. These specifications are beyond general safety requirements of the City training program.						
<b>Aurora Water Operations Administration Total:</b>	<b>0.50</b>	<b>174,012</b>	<b>0.50</b>	<b>347,767</b>	<b>1.00</b>	<b>521,779</b>
<b>Aurora Water Quality Control</b>						
Operating Cost Adjustment	0.00	2,678	0.00	28,685	0.00	31,363
This amendment is a grouping of multiple operating cost adjustments. Among the adjustments are: a new fume hood for Griswold; Reagents, glassware and miscellaneous supplies for monitoring Prairie Waters Project; expansion of weekend clear water services; uniforms for Wemlinger; instruments; custodial services; and Rocky Mountain Analyst Association Certification Test.						
Regulation Compliance	0.00	0	0.00	31,000	0.00	31,000
Increased use of contract labs for Environmental Protection Agency regulations will require increased shipping costs, lab supplies, and professional services for monitoring UCMR2 (Unregulated Contaminant Monitoring Regulation).						
<b>Aurora Water Quality Control Total:</b>	<b>0.00</b>	<b>2,678</b>	<b>0.00</b>	<b>59,685</b>	<b>0.00</b>	<b>62,363</b>

## Aurora Water

## BUDGET AMENDMENT REQUESTS

Subprogram/Description	Wastewater Fund		Water Fund		Aurora Water Total	
	FTE	Budget	FTE	Budget	FTE	Budget
<b>Aurora Water Services</b>						
Administrative Specialist	0.50	24,084	0.50	24,084	1.00	48,168
This position will support all administrative functions and superintendents of the Water Service and Technical Operations sections.						
Cross Connection Technician	0.50	45,042	0.50	45,042	1.00	90,083
This position will provide field support and compliance for an active cross connection control program. With the passage of a 2006 Cross Connection Control Ordinance effective on 1/2007, field monitoring and compliance will be critical for a successful program. Staff will provide field inspection for compliance as well as hazard assessment.						
Operating Cost Adjustment	0.00	51,856	0.00	61,855	0.00	113,711
During operations reorganization, Water Services became its own subprogram with additional support functions and responsibilities. This amendment requests additional funding for general/warehouse supplies, small tool/equipment replacement, standby pay, automation program, and other various operating costs. It also includes the addition of a new bar code system for improving the warehouse operational efficiency.						
Senior Water Utility Locator	0.50	49,152	0.50	49,152	1.00	98,303
This position will be responsible for locating mission critical lines from source locations to treatment and storage facilities. 30% of this FTE will be spent on Prairie Waters Project with the remaining 70% on other Source of Supply line projects.						
Warehouse Racking System	0.00	75,000	0.00	75,000	0.00	150,000
The new Warehouse Racking System will provide more efficient use of available space. Current cubic feet storage space will increase 104% with this racking system.						
<b>Aurora Water Services Total:</b>	<b>1.50</b>	<b>245,133</b>	<b>1.50</b>	<b>255,132</b>	<b>3.00</b>	<b>500,265</b>
<b>Business Services Administration</b>						
Administrative Technician	0.50	26,077	0.50	26,077	1.00	52,153
With additional functions moved to Business Services, this position is needed to provide support for the Manager and staff.						
Budget Manager	0.50	50,099	0.50	50,099	1.00	100,197
This position will manage the budget program and budget development processes including the annual budget development, quarterly reviews and supplementals.						
Document Management	1.00	52,153	1.00	52,153	2.00	104,306
This position is needed to work with contract positions on the Prairie Waters Project and Capital Projects Division including contract staff on document management/imaging system and scanning processes.						
Financial Control Analyst	0.50	36,459	0.50	36,459	1.00	72,918
This position is needed for Fiscal Control Management of Aurora Water in accordance with the Finance Director recommendation.						

## Aurora Water

## BUDGET AMENDMENT REQUESTS

Subprogram/Description	Wastewater Fund		Water Fund		Aurora Water Total	
	FTE	Budget	FTE	Budget	FTE	Budget
<b>Business Services Administration</b>						
Professional Services Support	0.00	125,000	0.00	125,000	0.00	250,000
Professional services support is being requested due to the re-organization between the Business Services Division and the Capital Projects Division. This funding will provide assistance for the transition and direction of functional realignment and future professional services support.						
Senior Reporting Analyst	0.50	42,939	0.50	42,939	1.00	85,877
This position will be responsible for producing tracking reports used by engineers and management from the following control systems: document management, Work Site MP, budgeting, and accounting systems.						
Water Finance Technician	0.50	28,357	0.50	28,357	1.00	56,713
This position is needed to provide support, manage budget transfers between master orgs to individual capital projects, and to assist with budget development, quarterly reviews and supplementals.						
<b>Business Services Administration Total:</b>	<b>3.50</b>	<b>361,082</b>	<b>3.50</b>	<b>361,082</b>	<b>7.00</b>	<b>722,164</b>
<b>CIP Program Administration</b>						
Administrative Specialist	0.50	24,161	0.50	24,161	1.00	48,321
This position will provide adequate administrative support to project management and construction management staff within the Capital Projects Division.						
Administrative Supervisor	0.50	26,077	0.50	26,077	1.00	52,153
This position will manage the administrative and office support functions for the Capital Projects Division.						
Assistant Project Manager	0.50	42,939	0.50	42,939	1.00	85,877
This position is the first of two positions added to support a growing capital project workload and to reduce the Division's dependence on contract positions.						
Assistant Project Manager	0.50	42,939	0.50	42,939	1.00	85,877
This position is the second of two positions added to support a growing capital project workload and to reduce the Division's dependence on contract positions.						
Assistant Scheduler/Estimator	0.50	42,939	0.50	42,939	1.00	85,877
This position is needed to assist the Capital Improvement Project Cost Estimator and Capital Improvement Project Scheduler positions.						
CIP Cost Estimator	0.50	46,033	0.50	46,033	1.00	92,065
This position is needed to support cost estimating activities for all capital projects and serve a quality control function for consultants providing cost estimates. The position will maintain the cost estimating database and guide.						

## Aurora Water

## BUDGET AMENDMENT REQUESTS

Subprogram/Description	Wastewater Fund		Water Fund		Aurora Water Total	
	FTE	Budget	FTE	Budget	FTE	Budget
<b>CIP Program Administration</b>						
CIP Schedule Analyst	0.50	42,939	0.50	42,939	1.00	85,877
This position will be responsible for maintaining all project schedules for the Capital Projects Division in project management and monthly reporting.						
Construction Clerk	0.50	24,111	0.50	24,111	1.00	48,221
This position will support the Construction Management Team Capital Projects Division with large pipeline projects. The Prairie Waters Project will need a team in place by early 2007.						
Construction Manager	0.50	54,410	0.50	54,410	1.00	108,819
This position will manage the Construction Management Team of the Capital of the Projects Division. The Prairie Waters Project will need this team in place by early 2007 for support.						
Health & Safety Manager	0.50	50,099	0.50	50,099	1.00	100,197
This position will provide safety oversight for all Aurora Water capital projects which will work in conjunction with the Safety Manager to establish Aurora Water safety practices for the Prairie Waters Project.						
Inspector	0.00	0	1.00	104,199	1.00	104,199
This position will support the Construction Management Team of the Capital Projects Division with large pipeline projects. The Prairie Waters Project will need this team in place by early 2007 for support.						
<b>CIP Program Administration Total:</b>	<b>5.00</b>	<b>396,642</b>	<b>6.00</b>	<b>500,841</b>	<b>11.00</b>	<b>897,483</b>
<b>Clean Water Program</b>						
Sand Creek Plant Support	0.00	30,000	0.00	0	0.00	30,000
This amendment will provide funding for permit and professional services for the Sand Creek Plant Project						
<b>Clean Water Program Total:</b>	<b>0.00</b>	<b>30,000</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>30,000</b>
<b>Customer Service</b>						
Administrative Assistant	0.00	0	1.00	9,191	1.00	9,191
Due to the Operations Division reorganization, this position is needed to assist with the call volume and provide quality customer support for pipeline locations and contractor services.						
Operating Cost Adjustment	0.00	0	0.00	75,880	0.00	75,880
Due to rapid growth, Customer Service requests additional funding for the purchase of new meters and riser rings, standby pay, certification incentive program, and software upgrades. The software upgrades enhance the file transfer between the billing system and badger meter. The adjustment also includes postage and shipping costs for the customer service satisfaction survey.						
<b>Customer Service Total:</b>	<b>0.00</b>	<b>0</b>	<b>1.00</b>	<b>85,071</b>	<b>1.00</b>	<b>85,071</b>

## Aurora Water

## BUDGET AMENDMENT REQUESTS

Subprogram/Description	Wastewater Fund		Water Fund		Aurora Water Total	
	FTE	Budget	FTE	Budget	FTE	Budget
<b>Department-Wide</b>						
Accounting Technician Contract	0.00	23,016	0.00	23,016	0.00	46,031
This position will classify utility assets being purchased and assist with high volume utility transactions in accounts payable. The function is staffed in the City Finance Office and funded through the General Fund.						
Administrative Fees Increase	0.00	750,000	0.00	750,000	0.00	1,500,000
This amendment entails an increase in charges paid by the City's water utility to cover the cost of services provided by General Fund departments. The increased charge is the result of a detailed analysis of all costs allocated to the Water and Wastewater Funds.						
Facilities Maintenance Fee	0.00	6,460	0.00	22,564	0.00	29,024
This amendment is for additional charges by Facility Management for maintenance of buildings occupied by Aurora Water Staff.						
Legal Fee Adjustment	0.00	0	0.00	-2,100,000	0.00	-2,100,000
This amendment offsets the estimated increase in legal fees funded under the Water Fund in the City Attorney's Office. This offsetting entry is needed to zero out the budget impact under the Water Fund as legal fees are also funded under the Capital Improvement Program and other operating programs. Legal fees are expensed under the City Attorney's Office and then posted to the appropriate water program.						
Reuse Allocation to Sewer Fund	0.00	0	0.00	19,457	0.00	19,457
This amendment is for the increased reuse allocation to Sewer Fund for Operations & Maintenance and Debt Service costs.						
Senior Internal Auditor	0.00	40,403	0.00	40,403	0.00	80,805
This position is needed for the Fiscal Control Management and oversight of Aurora Water in accordance with the Finance Director's recommendation. The function is staffed in City Audit Office and funded through the General Fund.						
Service Agreement	0.00	25,000	0.00	25,000	0.00	50,000
This amendment is for a service agreement with Information Technology to support Wide Area Network in 2007.						
Special Financial Assistant	0.00	50,000	0.00	50,000	0.00	100,000
This amendment is for special financial assistance to improve Aurora Water fiscal management and control oversight. The position is fiscally similar to the Special Assistance for the Prairie Waters Project. The function is staffed in the City Finance Office and funded through the General Fund.						
Zero Base Items Adjustment	0.00	29,198	0.00	263,972	0.00	293,170
Adjustments are necessary with zero base items (computers, capital related equipment and vehicles, and training and conferences) to build baseline amounts.						
<b>Department-Wide Total:</b>	<b>0.00</b>	<b>924,076</b>	<b>0.00</b>	<b>-905,589</b>	<b>0.00</b>	<b>18,487</b>

## Aurora Water

## BUDGET AMENDMENT REQUESTS

Subprogram/Description	Wastewater Fund		Water Fund		Aurora Water Total	
	FTE	Budget	FTE	Budget	FTE	Budget
<b>Public Information &amp; Water Conservation</b>						
Field Conservation Specialist	0.00	0	1.00	75,959	1.00	75,959
This position supports additional customer demands for programs such as irrigation audits and inspections, soil inspections, indoor water conservation audits, commercial car wash certification, and industrial/commercial conservation.						
Horticulture Specialist	0.00	0	1.00	7,630	1.00	7,630
This amendment converts a contract position to a Horticulture Specialist. This position is needed to meet customer demand for adult and youth xeriscape education programs and training. The remaining funding for this position will come from the temporary line item budget.						
Public Relations Specialist	0.00	0	1.00	69,585	1.00	69,585
This position is needed to work on all ongoing Capital Projects Division projects except the Prairie Waters Project and new projects including the Rampart Parallel Pipeline project which will require a full-time Public Relations staff to coordinate public involvement issues.						
Receptionist	0.00	0	1.00	40,465	1.00	40,465
Due to the relocation of water conservation, xeriscape and inspection staff to the Sable Office, a receptionist for this location is needed to greet daily walk-in customers, answer questions, provide direction to visitors and provide general administrative support.						
Xeriscape Grant Program	0.00	0	0.00	24,000	0.00	24,000
This amendment is related to grant requests from Home Owners Associations. Additional funds are needed to meet customer demand for the conservation program.						
<b>Public Information &amp; Water Conservation Total:</b>	<b>0.00</b>	<b>0</b>	<b>4.00</b>	<b>217,639</b>	<b>4.00</b>	<b>217,639</b>
<b>Pumping Station</b>						
Maintenance Worker	0.50	25,961	0.50	25,961	1.00	51,922
This position is needed to maintain the new pumping stations.						
Operating Cost Adjustment	0.00	65,080	0.00	35,080	0.00	100,160
Funding is requested due to utilities cost increase at four new stations coming on line in 2007 (Senac Cove, Kings Point, High Point, First Creek), reorganization, performance award incentives, and standby pay. Includes repair & maintenance for emergency and critical items within the pumping infrastructure.						
Pumping Station	0.00	60,000	0.00	0	0.00	60,000
This amendment is for the installation of odor control at Piney Creek Pump Station.						

## Aurora Water

## BUDGET AMENDMENT REQUESTS

Subprogram/Description	Wastewater Fund		Water Fund		Aurora Water Total	
	FTE	Budget	FTE	Budget	FTE	Budget
<b>Pumping Station</b>						
Water Maintenance Supervisor	0.50	51,170	0.50	51,170	1.00	102,340
This position will assume the daily preventive/corrective maintenance at all the pumping stations and supervision of employees. This enables the Senior Supervisor to be involved in the design and construction of the new stations.						
<b>Pumping Station Total:</b>	<b>1.00</b>	<b>202,211</b>	<b>1.00</b>	<b>112,211</b>	<b>2.00</b>	<b>314,422</b>
<b>Sanitary Collection</b>						
Operating Cost Adjustment	0.00	30,524	0.00	0	0.00	30,524
This amendment adds four new laptops for camera/TV trucks to improve process from preparing drawings on paper map books for each inspection. The amendment includes \$20,000 standby pay for stormwatch, snow and standby pay duty.						
Repair Aging Infrastructure	0.00	500,000	0.00	0	0.00	500,000
Wastewater Collections maintenance of the deteriorating infrastructure is necessary, including manhole adjustments, point repairs, and maintenance of the sewer system.						
<b>Sanitary Collection Total:</b>	<b>0.00</b>	<b>530,524</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>530,524</b>
<b>Sanitary Treatment</b>						
Sanitary Treatment Adjustments	0.00	115,764	0.00	0	0.00	115,764
This amendment includes replacement of a mixed liquor return pump, boiler inspection, ground maintenance, and custodial services. It contains the costs for service contracts providing analytical, predictive and/or preventive maintenance on HVACs, generators, and blowers. Additionally, this amendment requests building a new maintenance shop as well as repairing exterior holes in buildings. This amendment includes reimbursement to operators for initial certification and renewals, performance awards, standby pay, and increased overtime costs from changes in duties and operating coverage.						
<b>Sanitary Treatment Total:</b>	<b>0.00</b>	<b>115,764</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>115,764</b>
<b>Storm Drainage</b>						
Capital Related Request	0.00	120,000	0.00	0	0.00	120,000
Crew cab trucks are needed to haul summer employees to jobsite. A tree chipper is needed in removal of damaged trees from drainages to prevent blockage.						
Operating Cost Adjustment	0.00	104,745	0.00	0	0.00	104,745
Due to Police Department cut back on the graffiti removal, Storm Drainage requests \$20,000 to support this function. Also, funding for landscaping of drainage that was previously carried in Capital Improvement Projects, various operating items including 2 mobile unit data loggers, software licenses, inspections, and standby pay.						

## Aurora Water

## BUDGET AMENDMENT REQUESTS

Subprogram/Description	Wastewater Fund		Water Fund		Aurora Water Total	
	FTE	Budget	FTE	Budget	FTE	Budget
<b>Storm Drainage</b>						
Repair & Maint Infrastructure	0.00	775,000	0.00	0	0.00	775,000
Inspections revealed that numerous concrete easements and inlets are in disrepair. Additional funds needed to repair/rehabilitate the facilities. Outsourcing mowing of irrigated turf and irrigation maintenance will allow reassignment of 2 FTEs to channel maintenance. This reassignment with 2 additional FTEs will comprise an additional maintenance crew dedicated to channel maintenance instead of mowing irrigated turf. Several ponds are in need of cleaning and must be outsourced due to special safety equipment.						
Utility Worker	1.00	43,190	0.00	0	1.00	43,190
With expanded growth of the stormwater system, this additional crew is needed in order to provide and maintain an effective level of support.						
Utility Worker	1.00	43,190	0.00	0	1.00	43,190
With expanded growth of the stormwater system, this additional crew is needed in order to provide and maintain an effective level of support.						
<b>Storm Drainage Total:</b>	<b>2.00</b>	<b>1,086,125</b>	<b>0.00</b>	<b>0</b>	<b>2.00</b>	<b>1,086,125</b>
<b>Technical Operations</b>						
Applications Support Supv	0.50	40,280	0.50	40,281	1.00	80,561
In response to increased systems and technology, this supervisor position is needed to coordinate and manage several large work projects which will insure the same level of service to our customers.						
Operating Cost Adjustment	0.00	47,595	0.00	46,996	0.00	94,591
The Operations Division was reorganized in 2005 and various costs budgeted were insufficient. After one year of operation, Technical Operations need additional funding for office supplies, printing, laundry, dues, certification programs, safety awards, standby pay and a vehicle to provide the required level of customer support.						
SCADA Hardware & Software	0.00	34,000	0.00	34,000	0.00	68,000
The SCADA (Supervisory Control and Data Acquisition) system requires a software upgrade and network relocation. This amendment funds the technical services support necessary to complete this work.						
Senior Computer Technician	0.50	5,182	0.50	5,181	1.00	10,363
This amendment converts a temporary contract position to a Senior Computer Technician (1 FTE). This position supports three systems (MMS). Converting this position and moving support for these applications to Technical Operations allows users of the systems a single source of support.						
<b>Technical Operations Total:</b>	<b>1.00</b>	<b>127,057</b>	<b>1.00</b>	<b>126,458</b>	<b>2.00</b>	<b>253,515</b>

## Aurora Water

## BUDGET AMENDMENT REQUESTS

Subprogram/Description	Wastewater Fund		Water Fund		Aurora Water Total	
	FTE	Budget	FTE	Budget	FTE	Budget
<b>Water Resources</b>						
Rocky Ford Vehicle Request	0.00	0	0.00	31,900	0.00	31,900
The Arkansas Valley Range Project (AVRP) currently has older trucks on loan that are being used for revegetation. The condition of these trucks is such that it would be more efficient for an additional unit to be added to the Rocky Ford fleet. The AVRP currently has no vehicles available for replacement.						
Safety Field Vehicle Request	0.00	0	0.00	22,800	0.00	22,800
The South Platte staff plans to make more trips up north for the Prairie Waters Project. The Durango is a light duty vehicle that has not proven to be very effective for some of the groups field work. A heavier duty vehicle that can go off-road safely is needed.						
Water Engineer	0.00	0	1.00	69,732	1.00	69,732
This position is needed for support with current projects and additional responsibilities required to obtain water for the City.						
<b>Water Resources Total:</b>	<b>0.00</b>	<b>0</b>	<b>1.00</b>	<b>124,432</b>	<b>1.00</b>	<b>124,432</b>
<b>Water Supply</b>						
Capital Related Request	0.00	0	0.00	29,394	0.00	29,394
A new vehicle and trailer are needed for reservoir, well field, and preventive maintenance. The equipment will also be used for new Prairie Waters and South Park duties.						
Operating Cost Adjustment	0.00	0	0.00	104,359	0.00	104,359
This amendment includes contract services to control weeds on the North Campus site as part of the revegetation process and stand-by pay adjustments under Water Supply.						
Water Maintenance Mechanic	0.00	0	1.00	12,629	1.00	12,629
This amendment converts a contract Maintenance Worker III to a full-time Maintenance Mechanic (1 FTE). It is necessary to convert this position to efficiently maintain all operations at Spinney Mountain.						
Water Maintenance Mechanic	0.00	0	1.00	118,118	1.00	118,118
This position will assist the Prairie Waters Project foreman complete tasks at the well and aquifer recharge and recovery sites.						
<b>Water Supply Total:</b>	<b>0.00</b>	<b>0</b>	<b>2.00</b>	<b>264,500</b>	<b>2.00</b>	<b>264,500</b>
<b>Water Transmission and Distribution</b>						
Capital Related Request	0.00	0	0.00	117,650	0.00	117,650
This capital related amendment includes a Superintendent's vehicle, a truck used to perform routine and emergency maintenance on raw water lines and larger appurtenances requiring heavy duty equipment, a truck capable of safely towing the heavy dechlorination trailer used more frequently due to changes in standard operating procedures, and equipment used to clean pressure reducing valves (PRV), PRV vaults, and piping for proper operation of PRV's.						

## Aurora Water

## BUDGET AMENDMENT REQUESTS

Subprogram/Description	Wastewater Fund		Water Fund		Aurora Water Total	
	FTE	Budget	FTE	Budget	FTE	Budget
<b>Water Transmission and Distribution</b>						
Corrosion Technician	0.00	0	1.00	59,576	1.00	59,576
The distribution corrosion control responsibilities have grown to include soil testing and in-house water line replacement recommendations. Additional staff is needed to provide and maintain effective service levels.						
Maintenance Worker	0.00	0	1.00	92,127	1.00	92,127
With the expanded growth of the City, the number of pressure reducing valves (PRV) has increased dramatically. Currently there are only 3 positions effectively supporting 84 PRV's but as of 04/06 there are 103 and another 8 to be online by the end of 2006. This position is essential to ensuring the delivery of water to the citizens of Aurora.						
Operating Cost Adjustment	0.00	0	0.00	50,410	0.00	50,410
This amendment includes several operating cost adjustments including an increase to overtime pay based on historical expenditures, ongoing Zone 5 tank maintenance to ensure distribution system water quality, stand-by pay, and the performance award program.						
Pipe Interior Coating	0.00	0	0.00	100,000	0.00	100,000
This amendment funds replacement of the interior coating on the 66 inch steel line at the Cherry Creek Spillway.						
Survey Services	0.00	0	0.00	60,000	0.00	60,000
This amendment will fund the survey of approximately three miles of pipe to determine if it can accommodate the increase in pressure from the proposed Zone 3 booster pump station.						
Water Maintenance Worker	0.00	0	1.00	47,627	1.00	47,627
With expanded growth of the pipeline infrastructure which is over 1200 miles, increasing 5% per year with 54 miles added between 2005 and 2006, this position is needed for the in-house water line replacement program and system maintenance requirements.						
<b>Water Transmission and Distribution Total:</b>	<b>0.00</b>	<b>0</b>	<b>3.00</b>	<b>527,390</b>	<b>3.00</b>	<b>527,390</b>
<b>Water Treatment</b>						
Griswold Capital Request	0.00	0	0.00	196,200	0.00	196,200
Griswold requests capital related adjustments including 3 vehicles, Zeta Meter for chemical optimization, clearwell value activators, Variable Frequency Drives for backwash water return, and filter effluent boards.						
Griswold Operating Adjustment	0.00	0	0.00	23,405	0.00	23,405
This amendment funds several operating cost adjustments at the Griswold Water Treatment Plant including custodial services, software agreements, storage rental, and standby pay.						
Maintenance Worker	0.00	0	1.00	43,803	1.00	43,803
This position is needed to perform preventive and corrective maintenance tasks as well as general maintenance at all treatment facilities including routine cleaning of treatment processes and structures, and maintaining the painting program.						

## Aurora Water

## BUDGET AMENDMENT REQUESTS

Subprogram/Description	Wastewater Fund		Water Fund		Aurora Water Total	
	FTE	Budget	FTE	Budget	FTE	Budget
<b>Water Treatment</b>						
Water Maintenance Worker	0.00	0	1.00	43,803	1.00	43,803
This position is needed to perform preventive and corrective maintenance tasks as well as general maintenance at all treatment facilities including routine cleaning of treatment processes and structures, and maintaining the painting program.						
Water Treatment Supervisor	0.00	0	1.00	93,914	1.00	93,914
Due to construction of the Aurora Reservoir Water Purification Facility, a third supervisor is needed during the construction of the facility and to operate the facility after construction.						
Wemlinger Capital Adjustment	0.00	0	0.00	165,300	0.00	165,300
This amendment includes several operating adjustments. Adjustments comprise maintenance to Zone 4 and Zone 5 pumps (including floc mixer shafts/impellers repair due to chlorine exposure, filter influent valves replacement, pump swing check, and discharge valves rebuild), purchase of SCADA (Supervisory Control and Data Acquisition) monitors to increase ability to see multiple processes simultaneously, purchase of peristaltic pumps to accommodate moving of turbidimeters up to deck to provide safer access and reduce corrosion, purchase of chlorine kit for chlorine leak repair, purchase of portable micro pilot plant that optimizes chemical dosages, purchase of maintenance/calibration vehicle, purchase of raw water instruments heater, and purchase of digital phone coverage for flow control in all areas of the plant at all times.						
Wemlinger Operating Adjustment	0.00	0	0.00	21,972	0.00	21,972
Operating cost adjustments are needed for storage rental, custodial services, software agreement, business meetings, certification awards, and standby pay.						
Wemlinger Roof Replacement	0.00	0	0.00	150,000	0.00	150,000
This amendment funds the replacement of the roof at the Wemlinger Water Treatment Plant. The roof is 18 years old and has started to deteriorate.						
<b>Water Treatment Total:</b>	<b>0.00</b>	<b>0</b>	<b>3.00</b>	<b>738,397</b>	<b>3.00</b>	<b>738,397</b>
<b>Amendment Requests Total:</b>	<b>14.00</b>	<b>4,195,304</b>	<b>27.00</b>	<b>2,815,016</b>	<b>41.00</b>	<b>7,010,320</b>

# Aurora Water

## EXPENDITURE SUMMARY BY FUND

<b>Fund</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Projection</b>	<b>2007 Adopted</b>
Wastewater Fund	24,583,106	27,331,261	31,720,785	38,656,566
Water Fund	51,322,644	60,149,346	64,218,527	75,082,557
<b>Expenditures Total</b>	<b>75,905,750</b>	<b>87,480,606</b>	<b>95,939,312</b>	<b>113,739,123</b>

## STAFFING SUMMARY BY FUND

<b>Fund</b>	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Projection</b>	<b>2007 Adopted</b>
Wastewater Fund	111.75	123.07	134.10	148.10
Water Fund	192.25	205.93	240.90	267.90
<b>Staffing Total</b>	<b>304.00</b>	<b>329.00</b>	<b>375.00</b>	<b>416.00</b>

# Aurora Water

## SUBPROGRAM SUMMARY

### Aurora Water Administration

#### Brief Description

Provide executive management direction and control for Aurora Water.

#### Primary Program Measures 2007 (Selected Funds)

##### Volume (most recent data):

\$288,841,509 Aurora Water operating and capital budget

##### (Est.) Cost/Unit:

\$0.002 per dollar operating and capital budget

##### Net Cost:

\$569,365

Regular-FTE/Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Wastewater Fund	1.50	1.50	1.50	1.50
Water Fund	1.50	1.50	1.50	1.50
<b>FTE Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
Wastewater Fund	1,191,242	458,133	277,764	273,576
Water Fund	1,768,848	1,117,977	304,841	295,789
<b>Expenditures Total</b>	<b>2,960,090</b>	<b>1,576,110</b>	<b>582,605</b>	<b>569,365</b>

#### Subprogram Description

Provide executive management direction and control of the City's water, wastewater and storm drainage utility system to ensure sufficient, safe and reliable water supplies for current and future citizens.

#### Council Goals/Objectives: Activities Supported

Goal: Provide an excellent water management and utility system.

Activity: Continue to collaborate with other water providers and agencies in Colorado and seek opportunities for cooperative programs that benefit Aurora's utility customers.

### Aurora Water Customer Billing

#### Brief Description

Provide customers billing, collections, and payment processing.

#### Primary Program Measures 2007 (Selected Funds)

##### Volume (most recent data):

\$120,731,537 utility sales and tertiary water

##### (Est.) Cost/Unit:

\$0.02 per dollar utility sales and tertiary water

##### Net Cost:

\$1,894,958

Regular-FTE/Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Wastewater Fund	6.00	7.50	8.00	7.50
Water Fund	6.00	7.50	8.00	7.50
<b>FTE Total</b>	<b>12.00</b>	<b>15.00</b>	<b>16.00</b>	<b>15.00</b>
Wastewater Fund	662,145	764,789	862,539	947,365
Water Fund	717,630	781,443	869,334	947,593
<b>Expenditures Total</b>	<b>1,379,776</b>	<b>1,546,232</b>	<b>1,731,873</b>	<b>1,894,958</b>

#### Subprogram Description

Set up new billing accounts, produce and verify monthly billing statements, mail billing and collection statements, respond to customer billing and collection inquiries, process customer payments, perform collection activities, and maintain the utility billing system.

#### Council Goals/Objectives: Activities Supported

Goal: Provide an excellent water management and utility system.

Activity: Implement 2006 Water Management Plan.

# Aurora Water

## SUBPROGRAM SUMMARY

### Aurora Water Operations Administration

#### Brief Description

Responsible for the direction, coordination and planning functions of operations.

#### Primary Program Measures 2007 (Selected Funds)

##### Volume (most recent data):

\$36,137,998 dollar operations operating budget

##### (Est.) Cost/Unit:

\$0.04 per dollar of operations operating budget

##### Net Cost:

\$1,573,957

Regular-FTE/Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Wastewater Fund	3.50	4.82	2.85	3.35
Water Fund	1.50	4.18	5.15	5.65
<b>FTE Total</b>	<b>5.00</b>	<b>9.00</b>	<b>8.00</b>	<b>9.00</b>
Wastewater Fund	394,212	421,130	507,497	657,588
Water Fund	146,741	349,516	615,824	916,369
<b>Expenditures Total</b>	<b>540,952</b>	<b>770,647</b>	<b>1,123,321</b>	<b>1,573,957</b>

#### Subprogram Description

Responsible for the direction, coordination and planning functions of Utilities operating divisions including Water Supply & Treatment, Water Transmission & Distribution, Wastewater Collection, Treatment & Reuse, Storm Drainage, Quality Control, and Customer Service.

#### Council Goals/Objectives: Activities Supported

Goal: Provide an excellent water management and utility system.

Activity: Continue to collaborate with other water providers and agencies in Colorado and seek opportunities for cooperative programs that benefit Aurora's utility customers.

### Aurora Water Plans Review

#### Brief Description

Provide engineering review, infrastructure planning, analysis and records management.

#### Primary Program Measures 2007 (Selected Funds)

##### Volume (most recent data):

1,850 new tap connections

##### (Est.) Cost/Unit:

\$799.27 per review of new tap connection

##### Net Cost:

\$1,478,654

Regular-FTE/Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Wastewater Fund	10.00	8.50	9.50	9.50
Water Fund	6.00	8.50	9.50	9.50
<b>FTE Total</b>	<b>16.00</b>	<b>17.00</b>	<b>19.00</b>	<b>19.00</b>
Wastewater Fund	554,451	559,669	664,033	739,220
Water Fund	463,456	527,559	657,322	739,434
<b>Expenditures Total</b>	<b>1,017,907</b>	<b>1,087,228</b>	<b>1,321,355</b>	<b>1,478,654</b>

#### Subprogram Description

Provide engineering review, utility infrastructure planning, analysis and records management of the City's utility systems, field inspections for wet utilities, and erosion control inspection during construction; process new tap applications and provide utility system extension and services to new growth within the City.

#### Council Goals/Objectives: Activities Supported

Goal: Provide an excellent water management and utility system.

Activity: Continue to collaborate with other water providers and agencies in Colorado and seek opportunities for cooperative programs that benefit Aurora's utility customers.

# Aurora Water

## SUBPROGRAM SUMMARY

### Aurora Water Quality Control

#### Brief Description

Demonstrate compliance with applicable federal, state and local standards at all times.

#### Primary Program Measures 2007 (Selected Funds)

Volume (most recent data):

73,000 water quality tests

(Est.) Cost/Unit:

\$16.39 per water quality test

Net Cost:

\$1,196,261

Regular-FTE/Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Wastewater Fund	2.25	2.50	2.50	2.50
Water Fund	6.75	7.50	8.00	8.00
<b>FTE Total</b>	<b>9.00</b>	<b>10.00</b>	<b>10.50</b>	<b>10.50</b>
Wastewater Fund	191,140	189,784	252,835	342,088
Water Fund	583,292	641,391	787,158	854,173
<b>Expenditures Total</b>	<b>774,432</b>	<b>831,175</b>	<b>1,039,993</b>	<b>1,196,261</b>

#### Subprogram Description

Provide data, records and reports to assure that water and wastewater programs meet applicable federal, state and local standards at all times. Provide qualitative and quantitative data for use in decision making.

#### Council Goals/Objectives: Activities Supported

Goal: Provide an excellent water management and utility system.

Activity: Promote education and awareness programs for our citizens and other interested groups as investments are made in enhancing and expanding water systems on an ongoing basis.

### Aurora Water Services

#### Brief Description

Provide quality customer service to internal and external customers.

#### Primary Program Measures 2007 (Selected Funds)

Volume (most recent data):

16,042 pipeline tests, locates, and service requests

(Est.) Cost/Unit:

\$123.05 per pipeline service request

Net Cost:

\$1,973,949

Regular-FTE/Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Wastewater Fund	0.00	9.00	10.00	11.50
Water Fund	0.00	9.00	10.00	11.50
<b>FTE Total</b>	<b>0.00</b>	<b>18.00</b>	<b>20.00</b>	<b>23.00</b>
Wastewater Fund	0	557,616	774,554	972,208
Water Fund	0	675,364	820,519	1,001,741
<b>Expenditures Total</b>	<b>0</b>	<b>1,232,980</b>	<b>1,595,073</b>	<b>1,973,949</b>

#### Subprogram Description

Provide quality customer service to internal and external customers including warehouse services, specialized trade support, fleet/equipment management as well as protecting the public safety through cross connection control, wet utility underground locations, and contractor services on new infrastructure.

#### Council Goals/Objectives: Activities Supported

Goal: Provide an excellent water management and utility system.

Activity: Continue to collaborate with other water providers and agencies in Colorado and seek opportunities for cooperative programs that benefit Aurora's utility customers.

# Aurora Water

## SUBPROGRAM SUMMARY

### Business Services Administration

#### Brief Description

Provide financial support for the Aurora Water operations and capital improvement program

#### Primary Program Measures 2007 (Selected Funds)

##### Volume (most recent data):

\$234,387,098 revenue including bond proceeds

##### (Est.) Cost/Unit:

\$0.008 per dollar revenue

##### Net Cost:

\$1,916,404

Regular-FTE/Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Wastewater Fund	2.00	3.00	6.75	10.25
Water Fund	2.00	3.00	7.25	10.75
<b>FTE Total</b>	<b>4.00</b>	<b>6.00</b>	<b>14.00</b>	<b>21.00</b>
Wastewater Fund	169,739	251,698	443,384	935,742
Water Fund	270,604	283,576	468,766	980,662
<b>Expenditures Total</b>	<b>440,342</b>	<b>535,273</b>	<b>912,151</b>	<b>1,916,404</b>

#### Subprogram Description

Provide support with regard to financial decisions and direction of the Department. Includes accounting activities, budget development, financial reporting, and recommendations regarding rate and fee adjustments. Maintain the financial integrity of the Water and Wastewater funds.

#### Council Goals/Objectives: Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Develop capital reserves and debt capacity for enhancing and expanding Utility services and infrastructure.

### CIP Program Administration

#### Brief Description

Manage capital improvement program for water and wastewater.

#### Primary Program Measures 2007 (Selected Funds)

##### Volume (most recent data):

\$166,501,540 capital project budget

##### (Est.) Cost/Unit:

\$0.02 per dollar capital project budget

##### Net Cost:

\$3,032,964

Regular-FTE/Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Wastewater Fund	2.50	4.75	8.00	13.00
Water Fund	4.50	7.25	11.00	17.00
<b>FTE Total</b>	<b>7.00</b>	<b>12.00</b>	<b>19.00</b>	<b>30.00</b>
Wastewater Fund	356,215	640,530	835,196	1,310,546
Water Fund	418,939	801,556	1,604,151	1,722,418
<b>Expenditures Total</b>	<b>775,153</b>	<b>1,442,086</b>	<b>2,439,347</b>	<b>3,032,964</b>

#### Subprogram Description

Manage capital improvement program for water and wastewater. Deliver compatible and functional water and wastewater infrastructure on schedule and within established financial limits. Program includes project delivery, construction management, process/cost controls, technology implementation/support, external relations and administration.

#### Council Goals/Objectives: Activities Supported

Goal: Provide an excellent water management and utility system.

Activity: Confirm and implement the long-term capital improvements program that is required to provide an adequate level of water, wastewater and flood protection services to current and future customers.

# Aurora Water

## SUBPROGRAM SUMMARY

### Clean Water Program

#### Brief Description

Manage water quality, environmental compliance, and permitting issues.

#### Primary Program Measures 2007 (Selected Funds)

##### Volume (most recent data):

68 water safety activities

##### (Est.) Cost/Unit:

\$10,332.57 per water safety activity

##### Net Cost:

\$702,615

Regular-FTE/Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Wastewater Fund	3.00	3.00	3.00	3.00
<b>FTE Total</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
Wastewater Fund	470,897	429,447	657,736	702,615
<b>Expenditures Total</b>	<b>470,897</b>	<b>429,447</b>	<b>657,736</b>	<b>702,615</b>

#### Subprogram Description

Plan, promote, and conduct programs to protect and enhance the City's water supplies for all beneficial uses and ensure the safety and reliability of its drinking water. Manage water quality, environmental compliance, and permitting issues associated with water supply activities and wastewater/storm water controls.

#### Council Goals/Objectives: Activities Supported

Goal: Provide an excellent water management and utility system.

Activity: Continue to collaborate with other water providers and agencies in Colorado and seek opportunities for cooperative programs that benefit Aurora's utility customers.

### Customer Service

#### Brief Description

Provide accurate meter reading and service response for customers.

#### Primary Program Measures 2007 (Selected Funds)

##### Volume (most recent data):

1,001,921 meter reading, customer/field service activities

##### (Est.) Cost/Unit:

\$2.52 per meter read and service activity

##### Net Cost:

\$2,521,330

Regular-FTE/Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Water Fund	24.00	24.00	30.00	30.00
<b>FTE Total</b>	<b>24.00</b>	<b>24.00</b>	<b>30.00</b>	<b>30.00</b>
Water Fund	2,849,393	2,577,869	3,202,940	3,150,547
<b>Expenditures Total</b>	<b>2,849,393</b>	<b>2,577,869</b>	<b>3,202,940</b>	<b>3,150,547</b>

#### Subprogram Description

Provide accurate meter reading using both radio and manual technology, respond to inquiries and complaints, perform customer service in the field, maintain an effective maintenance and repair program for water services, and promote efficient use of water through water conservation, education, and enforcement.

#### Council Goals/Objectives: Activities Supported

Goal: Provide an excellent water management and utility system.

Activity: Implement 2006 Water Management Plan.

# Aurora Water

## SUBPROGRAM SUMMARY

### Debt Services Aurora Water

#### Brief Description

Fund debt service payments for the Water and Wastewater Funds.

#### Primary Program Measures 2007 (Selected Funds)

Volume (most recent data):

\$321,967,835 debt managed

(Est.) Cost/Unit:

\$0.12 per dollar debt managed

Net Cost:

\$40,185,144

Regular-FTE/Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Wastewater Fund	2,166,429	2,149,325	1,714,408	4,652,420
Water Fund	16,883,975	19,431,376	22,548,933	28,531,878
<b>Expenditures Total</b>	<b>19,050,404</b>	<b>21,580,701</b>	<b>24,263,341</b>	<b>33,184,298</b>

#### Subprogram Description

Fund debt service payments for the Water and Wastewater Funds.

#### Council Goals/Objectives: Activities Supported

Goal: Provide an excellent water management and utility system.

Activity: Develop capital reserves and debt capacity for enhancing and expanding Utility services and infrastructure.

### Department-Wide

#### Brief Description

Provide department-wide funding not related to any specific program.

#### Primary Program Measures 2007 (Selected Funds)

Volume (most recent data):

74,867 Customer Accounts

(Est.) Cost/Unit:

\$357.00 per customer accounts

Net Cost:

\$26,727,513

Regular-FTE/Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Wastewater Fund	27,188	1,049,655	15,897,368	16,059,038
Water Fund	3,085,393	7,450,900	9,912,909	9,068,475
<b>Expenditures Total</b>	<b>3,112,581</b>	<b>8,500,555</b>	<b>25,810,277</b>	<b>25,127,513</b>

#### Subprogram Description

Provide department-wide funding not related to any specific Aurora Water program. Major items including the administration fee paid to the General Fund, short-term purchased water, and Metro Wastewater Reclamation District services.

#### Council Goals/Objectives: Activities Supported

Goal: Provide an excellent water management and utility system.

Activity: Continue to collaborate with other water providers and agencies in Colorado and seek opportunities for cooperative programs that benefit Aurora's utility customers.

# Aurora Water

## SUBPROGRAM SUMMARY

### Public Information & Water Conservation

#### Brief Description

Provide water information and conservation services to the public.

#### Primary Program Measures 2007 (Selected Funds)

##### Volume (most recent data):

11,000 acre feet of water conservation

##### (Est.) Cost/Unit:

\$193.03 per acre foot of water conservation

##### Net Cost:

\$2,123,290

Regular-FTE/Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Water Fund	7.00	7.00	13.00	18.00
<b>FTE Total</b>	<b>7.00</b>	<b>7.00</b>	<b>13.00</b>	<b>18.00</b>
Water Fund	1,037,264	1,348,179	1,845,698	2,233,296
<b>Expenditures Total</b>	<b>1,037,264</b>	<b>1,348,179</b>	<b>1,845,698</b>	<b>2,233,296</b>

#### Subprogram Description

Provide water information and conservation services to the public, develop school curriculums, develop and administer water conservation programs including Xeriscape education, rebates on water conserving devices and lawn permits. Provide education and awareness programs for our citizens and other interested groups as investments are made in enhancing and expanding the utility system on an ongoing basis.

#### Council Goals/Objectives: Activities Supported

Goal: Enhance Aurora's identity and raise awareness of the City's many qualities.

Activity: Promote education and awareness programs for our citizens and other interested groups as investments are made in enhancing and expanding utility systems on an ongoing basis.

### Pumping Station

#### Brief Description

Provide operation and maintenance of pumping stations and storage facilities.

#### Primary Program Measures 2007 (Selected Funds)

##### Volume (most recent data):

6,094,168 thousand gallons pumped

##### (Est.) Cost/Unit:

\$0.43 per thousand gallons pumped

##### Net Cost:

\$2,632,278

Regular-FTE/Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Wastewater Fund	0.00	6.50	7.00	8.00
Water Fund	0.00	6.00	7.00	8.00
<b>FTE Total</b>	<b>0.00</b>	<b>12.50</b>	<b>14.00</b>	<b>16.00</b>
Wastewater Fund	0	481,022	734,292	975,747
Water Fund	0	420,704	1,233,299	1,656,531
<b>Expenditures Total</b>	<b>0</b>	<b>901,726</b>	<b>1,967,592</b>	<b>2,632,278</b>

#### Subprogram Description

Provide operation and maintenance of pumping stations and storage facilities to ensure adequate transmission, delivery, and storage of raw, potable, waste, storm, and reuse water.

#### Council Goals/Objectives: Activities Supported

Goal: Provide an excellent water management and utility system.

Activity: Continue to collaborate with other water providers and agencies in Colorado and seek opportunities for cooperative programs that benefit Aurora's utility customers.

# Aurora Water

## SUBPROGRAM SUMMARY

### Sanitary Collection

#### Brief Description

Provide maintenance of the wastewater collection system.

#### Primary Program Measures 2007 (Selected Funds)

##### Volume (most recent data):

989 miles of sanitary sewer line

##### (Est.) Cost/Unit:

\$3,622.46 per mile of sewer line maintenance

##### Net Cost:

\$3,582,614

Regular-FTE/Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Wastewater Fund	35.00	31.50	34.00	34.00
<b>FTE Total</b>	<b>35.00</b>	<b>31.50</b>	<b>34.00</b>	<b>34.00</b>
Wastewater Fund	2,364,188	2,366,170	2,761,178	3,582,614
<b>Expenditures Total</b>	<b>2,364,188</b>	<b>2,366,170</b>	<b>2,761,178</b>	<b>3,582,614</b>

#### Subprogram Description

Provide maintenance of the wastewater collection system to ensure uninterrupted service for Aurora residents and businesses.

#### Council Goals/Objectives: Activities Supported

Goal: Provide an excellent water management and utility system.

Activity: Continue to collaborate with other water providers and agencies in Colorado and seek opportunities for cooperative programs that benefit Aurora's utility customers.

### Sanitary Treatment

#### Brief Description

Provide sewage treatment services for Aurora residents and businesses.

#### Primary Program Measures 2007 (Selected Funds)

##### Volume (most recent data):

2,101,000 thousand gallons of sanitary sewage

##### (Est.) Cost/Unit:

\$0.64 per thousand gallons of sanitary sewage

##### Net Cost:

\$1,346,035

Regular-FTE/Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Wastewater Fund	20.00	9.00	9.00	9.00
<b>FTE Total</b>	<b>20.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
Wastewater Fund	13,504,649	14,070,111	1,263,187	1,346,035
<b>Expenditures Total</b>	<b>13,504,649</b>	<b>14,070,111</b>	<b>1,263,187</b>	<b>1,346,035</b>

#### Subprogram Description

Provide sewage treatment services for Aurora residents and businesses.

#### Council Goals/Objectives: Activities Supported

Goal: Provide an excellent water management and utility system.

Activity: Continue to collaborate with other water providers and agencies in Colorado and seek opportunities for cooperative programs that benefit Aurora's utility customers.

# Aurora Water

## SUBPROGRAM SUMMARY

### Storm Drainage

#### Brief Description

Maintenance of drainage ways, storm sewers, curb inlets, and storm water ponds

#### Primary Program Measures 2007 (Selected Funds)

##### Volume (most recent data):

423 miles of storm drainage channel

##### (Est.) Cost/Unit:

\$10,270.09 per mile of drainage channel maintenance

##### Net Cost:

\$4,344,248

Regular-FTE/Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Wastewater Fund	26.00	23.50	24.00	26.00
<b>FTE Total</b>	<b>26.00</b>	<b>23.50</b>	<b>24.00</b>	<b>26.00</b>
Wastewater Fund	2,530,611	2,441,003	3,428,107	4,344,248
<b>Expenditures Total</b>	<b>2,530,611</b>	<b>2,441,003</b>	<b>3,428,107</b>	<b>4,344,248</b>

#### Subprogram Description

Provide maintenance of drainage ways, storm sewers, curb inlets, and storm water ponds within the City.

#### Council Goals/Objectives: Activities Supported

Goal: Provide an excellent water management and utility system.

Activity: Continue to collaborate with other water providers and agencies in Colorado and seek opportunities for cooperative programs that benefit Aurora's utility customers.

### Technical Operations

#### Brief Description

Provides technical and application support for Water Department.

#### Primary Program Measures 2007 (Selected Funds)

##### Volume (most recent data):

13,456 system support activities

##### (Est.) Cost/Unit:

\$121.17 per system support activity

##### Net Cost:

\$1,630,529

Regular-FTE/Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Wastewater Fund	0.00	8.00	8.00	9.00
Water Fund	0.00	8.00	8.00	9.00
<b>FTE Total</b>	<b>0.00</b>	<b>16.00</b>	<b>16.00</b>	<b>18.00</b>
Wastewater Fund	0	501,179	646,707	815,516
Water Fund	0	518,631	631,423	815,013
<b>Expenditures Total</b>	<b>0</b>	<b>1,019,810</b>	<b>1,278,129</b>	<b>1,630,529</b>

#### Subprogram Description

Provides technical & mechanical support for process control systems involved with the City's water system. This area also provides application support of the Water Department's computerized maintenance management and asset management systems.

#### Council Goals/Objectives: Activities Supported

Goal: Provide an excellent water management and utility system.

Activity: Maintain and update a vulnerability assessment for the City's water system.

# Aurora Water

## SUBPROGRAM SUMMARY

### Water Resources

#### Brief Description

Manage the acquisition and use of the City's water supplies.

#### Primary Program Measures 2007 (Selected Funds)

##### Volume (most recent data):

64,000 gross yield acre feet of water supply

##### (Est.) Cost/Unit:

\$116.58 per acre-foot of water supply

##### Net Cost:

\$7,461,058

Regular-FTE/Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Water Fund	19.00	22.00	27.00	28.00
<b>FTE Total</b>	<b>19.00</b>	<b>22.00</b>	<b>27.00</b>	<b>28.00</b>
Water Fund	11,645,257	12,976,000	6,124,580	7,461,058
<b>Expenditures Total</b>	<b>11,645,257</b>	<b>12,976,000</b>	<b>6,124,580</b>	<b>7,461,058</b>

#### Subprogram Description

Manage the acquisition and use of the City's water supplies in the Colorado, Arkansas, and South Platte Basins; provide short-term and long-term planning to meet the City's existing and future water resource needs; and protect the City's water rights portfolio.

#### Council Goals/Objectives: Activities Supported

Goal: Provide an excellent water management and utility system.

Activity: Continue to collaborate with other water providers and agencies in Colorado and seek opportunities for cooperative programs that benefit Aurora's utility customers.

### Water Supply

#### Brief Description

Provide for the delivery of raw water to the treatment plants.

#### Primary Program Measures 2007 (Selected Funds)

##### Volume (most recent data):

19,593,630 thousand gallons of raw water delivery

##### (Est.) Cost/Unit:

\$0.14 per thousand gallons of raw water delivery

##### Net Cost:

\$2,693,196

Regular-FTE/Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Water Fund	14.00	10.00	10.50	12.50
<b>FTE Total</b>	<b>14.00</b>	<b>10.00</b>	<b>10.50</b>	<b>12.50</b>
Water Fund	1,781,918	1,651,551	2,663,017	2,693,196
<b>Expenditures Total</b>	<b>1,781,918</b>	<b>1,651,551</b>	<b>2,663,017</b>	<b>2,693,196</b>

#### Subprogram Description

Provide for the delivery of raw water to the treatment plants through a network of system facilities including reservoirs, tunnels, pipelines, diversion structures, rivers, and pumping stations.

#### Council Goals/Objectives: Activities Supported

Goal: Provide an excellent water management and utility system.

Activity: Continue to collaborate with other water providers and agencies in Colorado and seek opportunities for cooperative programs that benefit Aurora's utility customers.

# Aurora Water

## SUBPROGRAM SUMMARY

### Water Transmission and Distribution

#### Brief Description

Provide reliable delivery of potable water at a sufficient pressure.

#### Primary Program Measures 2007 (Selected Funds)

##### Volume (most recent data):

1,518 miles of water distribution system

##### (Est.) Cost/Unit:

\$4,477.28 per mile of water distribution system

##### Net Cost:

\$6,796,514

Regular-FTE/Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Water Fund	67.00	49.50	53.00	56.00
<b>FTE Total</b>	<b>67.00</b>	<b>49.50</b>	<b>53.00</b>	<b>56.00</b>
Water Fund	6,312,109	5,494,800	6,114,910	6,796,514
<b>Expenditures Total</b>	<b>6,312,109</b>	<b>5,494,800</b>	<b>6,114,910</b>	<b>6,796,514</b>

#### Subprogram Description

Provide reliable delivery of potable water at a sufficient pressure through the operation and maintenance of the water distribution system infrastructure including transmission and distribution pipelines, pressure regulating stations, valves, fire hydrants, and service connections.

#### Council Goals/Objectives: Activities Supported

Goal: Provide an excellent water management and utility system.

Activity: Maintain and update a vulnerability assessment for the City's water system.

### Water Treatment

#### Brief Description

Provide treated water that meets or exceeds regulatory requirements.

#### Primary Program Measures 2007 (Selected Funds)

##### Volume (most recent data):

17,593,695 thousand gallons of treated water

##### (Est.) Cost/Unit:

\$0.30 per thousand gallons of treated water

##### Net Cost:

\$5,217,870

Regular-FTE/Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Water Fund	33.00	31.00	32.00	35.00
<b>FTE Total</b>	<b>33.00</b>	<b>31.00</b>	<b>32.00</b>	<b>35.00</b>
Water Fund	3,357,824	3,100,952	3,812,902	5,217,870
<b>Expenditures Total</b>	<b>3,357,824</b>	<b>3,100,952</b>	<b>3,812,902</b>	<b>5,217,870</b>

#### Subprogram Description

Provide treated water that meets or exceeds regulatory requirements to the transmission and distribution system.

#### Council Goals/Objectives: Activities Supported

Goal: Provide an excellent water management and utility system.

Activity: Maintain and update a vulnerability assessment for the City's water system.

# City Attorney

15151 E. Alameda Parkway • Aurora, CO 80012 • (303) 739-7030  
Charles Richardson, City Attorney • CRICHARD@auroragov.org



## DESCRIPTION

The City Attorney's Office has two divisions, the Civil Division and the Criminal Justice Division. The Civil Division works to prepare City ordinances, defend the City in litigation, and provide legal counsel to City offices and City Council. The Criminal Justice Division handles prosecution of violations of municipal ordinances and regulations.

## BUDGET SUMMARY

Description of Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	50.00	50.00	50.00	51.00
Personal Services	3,947,830	3,864,373	4,134,775	4,205,390
Supplies and Services	324,008	323,706	2,720,359	4,816,600
Interfund Charges	24,853	25,700	25,700	31,414
Capital Related	-37,314	0	0	0
<b>Expenditures Total</b>	<b>\$4,259,377</b>	<b>\$4,213,779</b>	<b>\$6,880,834</b>	<b>\$9,053,404</b>

## MAJOR VARIANCE EXPLANATION

From 2004 to 2005 the City Attorney's budget remained relatively unchanged due to ongoing budget needs.

In 2006, total expenditures increased \$2.7 million mainly due to legal costs associated with the Prairie Waters project for Aurora Water. Supplies and services are anticipated to increase \$2.4 million (740.4 percent), because of professional services costs for outside legal services associated with this project. The \$2.4 million is housed in the Water Fund. Personal services costs will also increase significantly, as a result of salary increases awarded at mid-year. Attorney and paralegal salaries have increased by an average of 17.0 percent to ensure that they are competitive.

In 2007, expenditures are anticipated to increase \$2.2 million due primarily to increases in the supplies and services budget. The majority of this increase, \$2.1 million, is to pay for the continued legal expenses for the Prairie Waters project. The Water Fund will pay for anticipated legal expenses totaling \$4.5 million. An amendment for a \$66,500 increase to the supplies and services category would partially restore prior years' cuts. Personal services costs will increase a net of \$70,600 (1.7 percent) as the City Attorney's office has requested an amendment to annualize 2006 pay increases and reinstate the step system. This amendment is requested to ensure the recruitment and retention of quality legal staff. An additional FTE has been requested to facilitate services provided to victims of crimes. The listing of budget amendments describes the 2007 budget changes in detail.

# City Attorney

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<b>General Fund</b>				
<i>New Appropriation</i>				
Add Victim Liaison	1.00	58,815	0	58,815
Program Affected: Criminal Prosecution This program is intended to support the prosecution of City ordinance violations. The Criminal Prosecution division provides services to victims of crimes. This amendment would provide funding for a new victim liaison position. This position would facilitate the increasing communication demands experienced between this division and crime victims as well as witnesses.				
Increase for Legal Staff Salaries	0.00	235,677	0	235,677
Program Affected: Civil Division This program provides legal counsel to City offices and City Council. Criminal Prosecution: this program is intended to support the prosecution of City ordinance violations. The City Attorney's Office strives to obtain and maintain an experienced staff to effectively and efficiently prosecute municipal ordinance violations. This amendment would provide the funding necessary to provide competitive salaries to recruit and keep high quality staff. A 2006 supplemental approved a similar request. This amendment would annualize the 2006 funding. The salary increase funded by this request will average 17.0 percent.				
Partial Reinstatement of General Operating Supplies	0.00	66,527	0	66,527
Program Affected: Civil Division This program provides legal counsel to City offices and City Council. Criminal Prosecution: this program is intended to support the prosecution of City ordinance violations. The City Attorney's Office provides legal services for the City. This amendment would provide funding for required staff legal training and continuing education; professional services such as process servers, Lexis Nexis and outside legal or technical services. The increase in funding is a partial restoration of prior years' cuts.				
<b>New Appropriation Total</b>	<b>1.00</b>	<b>361,019</b>	<b>0</b>	<b>361,019</b>
<b>General Fund Total</b>	<b>1.00</b>	<b>361,019</b>	<b>0</b>	<b>361,019</b>
<b>Water Fund</b>				
<i>New Appropriation</i>				
Legal Fees for Prairie Waters Project	0.00	2,100,000	0	2,100,000
Program Affected: Civil Division This program provides legal counsel to City offices and City Council. This amendment relates directly to the Council goal to provide an excellent water management and utility system. Estimated legal fees associated with the Prairie Waters Project projected at \$4.5 million for 2007. \$2.4 million of this amount was approved in the 2006 Spring supplemental. This will be a net-zero effect on the fund, as Aurora Water has an offsetting entry in its list of amendments.				

# City Attorney

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>Water Fund</u>				
<i>New Appropriation</i>				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>2,100,000</b>	<b>0</b>	<b>2,100,000</b>
<b>Water Fund Total</b>	<b>0.00</b>	<b>2,100,000</b>	<b>0</b>	<b>2,100,000</b>
<b>Amendment Request Total</b>	<b>1.00</b>	<b>2,461,019</b>	<b>0</b>	<b>2,461,019</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
General Fund	4,259,377	4,213,779	4,380,834	4,553,404
Water Fund	0	0	2,500,000	4,500,000
<b>Expenditures Total</b>	<b>\$4,259,377</b>	<b>\$4,213,779</b>	<b>\$6,880,834</b>	<b>\$9,053,404</b>

## STAFFING SUMMARY BY FUND

Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
General Fund	50.00	50.00	50.00	51.00
<b>Staffing Total</b>	<b>50.00</b>	<b>50.00</b>	<b>50.00</b>	<b>51.00</b>

## PROGRAM SUMMARY

### Civil Division

#### Brief Description

Civil Division provides legal counsel to City offices and City Council

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

N/A

##### **(Est.) Cost/Unit:**

N/A

##### **Net Cost:**

\$7,157,019

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	26.00	26.00	25.00	25.00
<b>Expenditures Total</b>	<b>\$2,565,782</b>	<b>\$2,566,869</b>	<b>\$5,132,311</b>	<b>\$7,157,019</b>
General Fund	2,565,782	2,566,869	2,632,311	2,657,019
Water Fund	0	0	2,500,000	4,500,000

# City Attorney

## PROGRAM SUMMARY

### Civil Division

#### Program Description

The Civil Division prepares City ordinances and resolutions, defends the City in litigation, and provides legal counsel to City offices and City Council through both oral and written advice including the drafting of memoranda and review of legal documents. Because of the intrinsic nature of providing legal advice it is very difficult to establish meaningful per unit costs. For example, in any particular day oral and written advice are provided, meetings attended, briefs prepared and filed, legislation prepared and submitted for Council action, etc.

#### Council Goals/Objectives:Activities Supported

Goal: All

Activity: All

### Criminal Prosecution

#### Brief Description

Prosecution of City ordinance violations

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

70,000 Case filings

##### **(Est.) Cost/Unit:**

\$27.09 per case filing

##### **Net Cost:**

\$1,896,385

#### Summary of Appropriations

	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Projection</b>	<b>2007 Adopted</b>
Regular - FTE	24.00	24.00	25.00	26.00
<b>Expenditures Total</b>	<b>\$1,693,595</b>	<b>\$1,646,910</b>	<b>\$1,748,523</b>	<b>\$1,896,385</b>
General Fund	1,693,595	1,646,910	1,748,523	1,896,385

#### Program Description

Provide trained and qualified attorneys to represent the City in the role of prosecuting violations of municipal ordinances and regulations. Further provide trained and qualified attorneys to process and address any appellate work stemming from an action. This measure is an average cost per FTE of \$1.04.

#### Council Goals/Objectives:Activities Supported

Goal: All

Activity: All

# City Council

15151 E. Alameda Parkway • Aurora, CO 80012 • (303) 739-7015  
Yvonne Madril-Brawner, Executive Assistant • YMADRIL@auroragov.org



## DESCRIPTION

City Council's role is to set goals and provide leadership to facilitate attainment of citizen satisfaction. This is accomplished by addressing constituent service requests in a timely manner, assuring broad citizen input/representation on issues, enacting ordinances for the benefit of citizens' health and safety, and representing Aurora's interests at the local, state, regional, and national level.

## BUDGET SUMMARY

Description of Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	14.00	13.00	13.00	13.00
Personal Services	495,471	473,586	504,766	585,950
Supplies and Services	342,112	380,107	304,558	310,389
Interfund Charges	8,508	4,399	4,399	5,377
Capital Related	0	0	57,416	57,416
Transfers Out	1,000	1,000	1,000	2,000
<b>Expenditures Total</b>	<b>\$847,091</b>	<b>\$859,092</b>	<b>\$872,139</b>	<b>\$961,132</b>

## MAJOR VARIANCE EXPLANATION

City Council expenditures have been relatively steady from 2004 through 2006. Included in the 2005 personal service reductions is the elimination of a vacant administrative specialist position. Salary and health insurance increases cause the 6.6 percent increase in personal services in 2006. The 2006 capital related increase of \$57,400 is a result of planned expenditures from the Council contingency budget. This increase is partially offset by professional services savings. The 2007 budget includes budget amendments totalling \$87,500, including an increase for a part-time contract Project Coordinator position and a part-time Council Support Coordinator position. Increased dues for the U.S. Conference of Mayors are also included in the 2007 Adopted Budget. Detail behind the amendment requests can be found on subsequent pages.

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>General Fund</u>				
<i>New Appropriation</i>				
Advisory Panel on Aurora's Future Governance and Infrastructure Development - Project Coordinator	0.00	44,132	0	44,132
Program affected: City Council				
This contract management analyst position is half-time and will be devoted to the Advisory Panel on Aurora's Future Governance and Infrastructure Development.				

# City Council

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>General Fund</u>				
<i>New Appropriation</i>				
Council Support Coordinator	0.00	26,831	0	26,831
Program affected: City Council This contract position is a 20 hour per week position, that will be devoted to City Council administrative support.				
Increase Annual Dues for U.S. Conference of Mayors	0.00	16,506	0	16,506
Program affected: City Council This item covers increased annual dues and subscriptions for the U.S. Conference of Mayors.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>87,469</b>	<b>0</b>	<b>87,469</b>
<b>General Fund Total</b>	<b>0.00</b>	<b>87,469</b>	<b>0</b>	<b>87,469</b>
<b>Amendment Request Total</b>	<b>0.00</b>	<b>87,469</b>	<b>0</b>	<b>87,469</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Designated Revenues Fund	230	0	2,000	2,000
General Fund	846,861	859,092	870,139	959,132
<b>Expenditures Total</b>	<b>\$847,091</b>	<b>\$859,092</b>	<b>\$872,139</b>	<b>\$961,132</b>

## STAFFING SUMMARY BY FUND

Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
General Fund	14.00	13.00	13.00	13.00
<b>Staffing Total</b>	<b>14.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>

## PROGRAM SUMMARY

### City Council

#### Brief Description

Costs associated with City Council and associated legislative activities

#### Primary Program Measures 2007 (Selected Funds)

##### Volume (most recent data):

N/A

##### (Est.) Cost/Unit:

N/A

##### Net Cost:

\$903,716

# City Council

## PROGRAM SUMMARY

### City Council

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	14.00	13.00	13.00	13.00
<b>Expenditures Total</b>	<b>\$825,900</b>	<b>\$836,140</b>	<b>\$814,723</b>	<b>\$903,716</b>
Designated Revenues Fund	230	0	2,000	2,000
General Fund	825,670	836,140	812,723	901,716

#### Program Description

This function is the cost of supporting the legislative (policy making) component of Aurora City government. It includes addressing constituent service requests in a timely manner, assuring broad citizen input/representation on issues, enacting ordinances for the benefit of citizens' health and safety, and representing Aurora's interests at the local, state, regional and national level.

#### Council Goals/Objectives:Activities Supported

Goal: All

Activity: All

### Council Contingency

#### Brief Description

A contingency amount for unanticipated items

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

N/A

##### **(Est.) Cost/Unit:**

N/A

##### **Net Cost:**

\$57,416

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$57,416</b>	<b>\$57,416</b>
General Fund	0	0	57,416	57,416

#### Program Description

This function is a special fund set aside for use by Council in the event of unanticipated needs not directly associated with departmental operations. While this program houses budget, actuals are expended elsewhere. As a result, the actuals in 2004 and 2005 are zero.

#### Council Goals/Objectives:Activities Supported

Goal: All

Activity: All

# Civil Service Commission

15151 E. Alameda Parkway • Aurora, CO 80012 • (303) 326-8932  
 Terry Kulbe, Civil Service Administrator • TKULBE@auroragov.org



## DESCRIPTION

The Civil Service Commission is responsible for examination and certification of Fire and Police personnel. Additionally, the Commission handles promotional testing and disciplinary appeal of Fire and Police personnel actions in accordance with its charter and ordinance responsibilities.

## BUDGET SUMMARY

Description of Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	4.00	4.00	4.00	4.00
Personal Services	217,476	255,175	266,380	285,254
Supplies and Services	188,587	236,141	194,180	203,902
Interfund Charges	36,832	38,087	38,087	46,555
<b>Expenditures Total</b>	<b>\$442,895</b>	<b>\$529,403</b>	<b>\$498,647</b>	<b>\$535,711</b>

## MAJOR VARIANCE EXPLANATION

In 2005, all positions were filled. Supplies and services were 25.2 percent higher in 2005 as a result of an increase in screening costs for police applicants and the start of a Fire Academy in the fall and another one in the spring of 2006. In 2006, personal services increased by 4.4 percent as a result of pay and benefit increase in accordance with City policy. Supplies and services are expected to decrease by 17.8 percent as a result of the need for fewer applicant screenings. In 2007, personal services are anticipated to increase by 7.1 percent as a result of pay and benefit increases. Supplies and services will increase by 5.0 percent for additional applicant screening costs. An increase in interfund charges of 22.2 percent is expected as a result of increases in risk (insurance) charges.

## EXPENDITURE SUMMARY BY FUND

Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
General Fund	442,895	529,403	498,647	535,711
<b>Expenditures Total</b>	<b>\$442,895</b>	<b>\$529,403</b>	<b>\$498,647</b>	<b>\$535,711</b>

## STAFFING SUMMARY BY FUND

Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
General Fund	4.00	4.00	4.00	4.00
<b>Staffing Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

# Civil Service Commission

## PROGRAM SUMMARY

### Civil Service Commission

#### Brief Description

Recruitment and certification of police officer and fire fighter candidates.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

1,000 Total number of candidates screened or certified

##### **(Est.) Cost/Unit:**

\$536 per candidate screened or certified

##### **Net Cost:**

\$535,711

#### Summary of Appropriations

	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Projection</b>	<b>2007 Adopted</b>
Regular - FTE	4.00	4.00	4.00	4.00
<b>Expenditures Total</b>	<b>\$442,895</b>	<b>\$529,403</b>	<b>\$498,647</b>	<b>\$535,711</b>
General Fund	442,895	529,403	498,647	535,711

#### Program Description

This function provides for police officer and fire fighter candidate recruitment, examination and certification. Additionally, it provides yearly promotion testing and certification of police ranks from Agent through Captain, and fire ranks from Engineer through Captain. It also is responsible for review of disciplinary actions associated with police and fire personnel.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: 2/1000 Police Officer Initiative.

Activity: Fire suppression.

Activity: Emergency medical and rescue services.

# Court Administration

14999 E. Alameda Parkway • Aurora, CO 80012 • (303) 739-6440  
Zelda DeBoyes, Court Administrator • ZDEBOYES@auroragov.org



## DESCRIPTION

The Municipal Court handles a wide variety of violations. Types of tickets handled include traffic violations, zoning, sales tax, building code, and animal control ordinance violations. The Court Administration Department is composed of five divisions, which provide various services and programs to the public. The Office of the Court Administrator oversees administrative and court technology services. The Case Management Division serves as the custodian of all court records and processes all summonses for city code violations. The Marshal Division enforces court orders, transports prisoners, and provides security for the Municipal Court Building, court personnel, and the public. The Probation Division provides sentencing options and monitors defendants to ensure compliance with court orders. The Detention Center is responsible for the custodial care, safety, and well-being of all persons placed in custody.

## BUDGET SUMMARY

Description of Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	101.00	101.00	101.00	102.00
Personal Services	4,996,780	5,072,577	5,119,144	5,456,525
Supplies and Services	709,466	740,011	769,096	847,657
Interfund Charges	294,958	303,157	304,648	369,611
Capital Related	0	13,296	54,626	3,000
<b>Expenditures Total</b>	<b>\$6,001,204</b>	<b>\$6,129,041</b>	<b>\$6,247,514</b>	<b>\$6,676,793</b>

## MAJOR VARIANCE EXPLANATION

Total expenditure variation between 2004 and 2005 amounts to \$127,800 (2.1 percent). This is attributable largely to a \$75,800 (1.5 percent) increase in the personal services category. Similarly, a \$30,500 (4.3 percent) increase in the supplies and services category positively impacts the budget for 2005. Growth in the supplies and services budget emerges as the result of correctional healthcare management and food services contract cost increases for 2005.

Total expenditures increased between 2005 and 2006 by \$118,500 (1.9 percent). A \$46,600 (0.9 percent) increase in personal services costs results from the cessation of some vacancy savings. Supplies and services costs are anticipated to rise by \$29,100 (3.9 percent). The remaining increase is due to \$41,300 in capital related expenditures and \$1,500 in interfund charges.

Expenditures in 2007 reflect a \$429,300 (6.9 percent) increase over 2006. Personal services are projected to grow by \$337,400 (6.6 percent) as formerly vacant positions are fully budgeted for 2007, and one FTE is added for the First Appearance Center. A \$78,600 (10.2 percent) increase in supplies and services costs are a result of a \$47,500 amendment request for the costs of providing interpreters to non-English speaking and hearing impaired parties in court cases, and a \$25,000 addition to support the Interactive Voice Response (IVR) system. The listing of 2007 budget amendments that follows describes these requests in detail.

# Court Administration

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<b>General Fund</b>				
<i>New Appropriation</i>				
Additional Funding Needed to Support IVR System.	0.00	25,000	0	25,000
Program affected: Case Management This program is intended to support the practice of providing clients an effective means to transmit payment for fines. This amendment will provide additional funding needed to support the Interactive Voice Response (IVR) system which collects credit card payments over the phone.				
Eliminate Vacancy Savings Target	0.00	61,119	0	61,119
Program affected: Detention Center This program must provide a safe environment for staff and detainees. This amendment would allow the department to reinstate a Lead Detention Officer position which has been vacant in an effort to create vacancy savings. The increase in the detainee population requires this position to be reinstated in order to secure and effectively operate the jail.				
Increased Fees for Interpreters	0.00	47,500	0	47,500
Program affected: Case Management This program strives to support Council's Public Safety goals. Court Services must provide interpreters for all participants in cases. Court Administration has seen an increase number of cases with the need for interpreters.				
New FTE for First Appearance Center	1.00	50,968	0	50,968
Program affected: Case Management This program is intended to provide a means to effectively and efficiently adjudicate cases brought before City Courts. This amendment will increase funding for staffing to support this standard of practice. The level of service required in the First Appearance Center has created a need for additional staffing in order to meet the increased case load and continue to provide quality service.				
<b>New Appropriation Total</b>	<b>1.00</b>	<b>184,587</b>	<b>0</b>	<b>184,587</b>
<b>General Fund Total</b>	<b>1.00</b>	<b>184,587</b>	<b>0</b>	<b>184,587</b>
<b>Amendment Request Total</b>	<b>1.00</b>	<b>184,587</b>	<b>0</b>	<b>184,587</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
General Fund	6,001,204	6,129,041	6,247,514	6,676,793
<b>Expenditures Total</b>	<b>\$6,001,204</b>	<b>\$6,129,041</b>	<b>\$6,247,514</b>	<b>\$6,676,793</b>

# Court Administration

## STAFFING SUMMARY BY FUND

Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
General Fund	101.00	101.00	101.00	102.00
<b>Staffing Total</b>	<b>101.00</b>	<b>101.00</b>	<b>101.00</b>	<b>102.00</b>

## PROGRAM SUMMARY

### Case Management

#### Brief Description

Manage all court records and enter violations into Court computer system. Provide information to all departments of the Court, and other City agencies. Coordinate jury services.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

66,503 Summonses

##### **(Est.) Cost/Unit:**

\$18.32 per summons

##### **Net Cost:**

\$1,218,254

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	21.00	21.00	22.00	23.00
<b>Expenditures Total</b>	<b>\$947,436</b>	<b>\$1,021,350</b>	<b>\$1,050,431</b>	<b>\$1,218,254</b>
General Fund	947,436	1,021,350	1,050,431	1,218,254

#### Program Description

Serve as custodian of all court records. Process and enter all summonses for City code violations into the Court's computer system. Provide information to all Court departments, as well as the Police Department. Coordinate jury summonses and services. Coordinate and supervise work programs to satisfy court fines and costs.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue to process all summonses issued for traffic violations, parking, zoning offenses and criminal misdemeanors.

### Detention

#### Brief Description

Provide safe environment for staff and detainees.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

10,786 Detainees

##### **(Est.) Cost/Unit:**

\$324 per detainee

##### **Net Cost:**

\$3,490,744

# Court Administration

## PROGRAM SUMMARY

### Detention

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	55.00	55.00	55.00	55.00
<b>Expenditures Total</b>	<b>\$3,216,876</b>	<b>\$3,267,376</b>	<b>\$3,339,001</b>	<b>\$3,490,744</b>
General Fund	3,216,876	3,267,376	3,339,001	3,490,744

#### Program Description

Responsible for the custodial care, safety and well-being of all people placed in the Detention facility. Processed 10,786 detainees in 2005.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: 2/1000 Police Officer Initiative.

### Marshal

#### Brief Description

Provide safe environment for staff and public. Transport prisoners within the Court, as well as to and from other metro jails.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

2,783 Remand / Transport

##### **(Est.) Cost/Unit:**

\$230 per remand / transport

##### **Net Cost:**

\$639,247

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	10.00	10.00	10.00	10.00
<b>Expenditures Total</b>	<b>\$602,599</b>	<b>\$596,230</b>	<b>\$613,108</b>	<b>\$639,247</b>
General Fund	602,599	596,230	613,108	639,247

#### Program Description

Provide security for the Municipal Court building, court personnel and the public. Enforce court orders, serve warrants, assist with trials and transport prisoners. In 2005, 718 remands, the transfer of prisoners from the court room to a holding cell, were processed. In that same year, 2,065 prisoners were transported to and from other metro jail facilities.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Disaster management planning for the City.

# Court Administration

## PROGRAM SUMMARY

### Office of the Court Administrator

#### Brief Description

Operational leadership and management of the Administrative Divisions of the Aurora Municipal Court - Case Management, Court Information System Services, Marshals, Probation and Detention.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

N/A

##### **(Est.) Cost/Unit:**

N/A

##### **Net Cost:**

\$850,854

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	5.00	5.00	5.00	5.00
<b>Expenditures Total</b>	<b>\$737,057</b>	<b>\$776,083</b>	<b>\$777,283</b>	<b>\$850,854</b>
General Fund	737,057	776,083	777,283	850,854

#### Program Description

Provide direction and oversight of activities performed by the Administrative Divisions of the Aurora Municipal Court - Case Management, Court Information System Services, Marshals, Probation and Detention. Ensure that these departments provide a high level of customer service, operate efficiently and effectively, promote fiscal responsibility and adhere to City and judicial policies and the laws of the City, state and federal governments. Serve as information coordinator and staff support for administrative services provided to court employees and customers.

#### Council Goals/Objectives: Activities Supported

Goal: Ensure a safe community for people.

Activity: Disaster management planning for the City.

Goal: Serve as leaders to shape policy that benefits the Aurora community.

Activity: Present key and emerging issues to legislators prior to the beginning of the legislative session.

### Probation

#### Brief Description

Supervise and monitor defendants sentenced to probation programs.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

8,605 Active Cases

##### **(Est.) Cost/Unit:**

\$55.51 per active case

##### **Net Cost:**

\$477,694

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	10.00	10.00	9.00	9.00
<b>Expenditures Total</b>	<b>\$497,236</b>	<b>\$468,002</b>	<b>\$467,691</b>	<b>\$477,694</b>
General Fund	497,236	468,002	467,691	477,694

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# Court Administration

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## PROGRAM SUMMARY

### Probation

#### Program Description

Provide judges with background information and sentencing options and recommendations when requested. Monitor defendants to ensure compliance with court orders. Coordinate and supervise various community service programs. Provide information on high-profile defendants to the specialized units of the Aurora Police Department to enhance police, victim and community safety. Maintain a pro-active role in working with specific City departments and community agencies for the prevention and treatment of animal abuse, fire-setting and other acts of violence. Total number of active domestic violence cases processed in 2005 was 8,605, of which 654 were new domestic violence cases.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue to supervise and monitor all defendants sentenced to probation programs. activity and conflicts.

# Development Services

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## DESCRIPTION

The Development Services Department promotes private investment and development in Aurora by conducting and coordinating components of the City's economic development program. Development Services' responsibilities include: coordinating major economic development and retail initiatives, providing assistance to small business/retail development, coordinating with public/private economic development councils, providing management of the building review, permit issuance, and inspection functions, and managing urban renewal areas.

## BUDGET SUMMARY

Description of Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	75.00	78.00	78.00	78.00
Personal Services	4,884,636	5,146,927	5,287,294	5,905,202
Supplies and Services	1,026,543	1,365,380	1,539,264	1,542,196
Interfund Charges	121,295	127,010	142,666	187,121
Capital Related	0	60,327	307,378	303,378
Transfers Out	772,862	811,877	945,250	20,000
<b>Expenditures Total</b>	<b>\$6,805,336</b>	<b>\$7,511,521</b>	<b>\$8,221,852</b>	<b>\$7,957,897</b>

## MAJOR VARIANCE EXPLANATION

In 2005, total expenditures by Development Services increased \$706,200 (10.4 percent). A portion of this growth was due to the addition of 3.0 new Building Division FTE in response to high construction activity. Supplies and services spending increased by \$338,800 (33.0 percent), due in part to operating costs associated with the additional staff, and increased activity in the Art District Loan Program and Fitzsimons Private Redevelopment.

For 2006, expenditures are projected to increase \$710,300 (9.5 percent). Seven contract employees were authorized in the spring supplemental to meet an ongoing increase in permitting activity. A Citywide pay increase of 1.6 percent, regular career progressions, and the rising cost of employee benefits contribute to an increase in personal services of \$140,400 (2.7 percent). In addition, transfers out increased \$133,400 (16.4 percent), primarily due to an increase in the General Fund transfer to cover development related overhead costs. Capital related expenditures increase \$247,100 (409.5 percent) as a result of construction costs associated with Bioscience East in the Gifts and Grants Fund.

Expenditures for the 2007 adopted budget are expected to decrease by \$264,000 (3.2 percent). The full year employment of the seven contract employees authorized in 2006 and a contract Development Specialist requested for 2007 together with planned pay increases account for most of the \$617,900 (11.7 percent) increase in personal services. This growth is offset by the move of \$925,300 of transfers for overhead charges from Development Services to the Non-Departmental. Additional information on budget amendments can be found on the following pages.

# Development Services

BUDGET AMENDMENT REQUESTS				
Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>Designated Revenues Fund</u>				
<i>New Appropriation</i>				
Funding for the Aurora Economic Development Council (AEDC), the Adams County Economic Development Agency (ACED).	0.00	364,000	364,000	0
Program affected: Economic Development Per Council's request, these agencies were funded for the prior two years with a one-time transfer of \$762,000 in 2005. Council has requested that the Development Review Fund continue to provide funding for these agencies in 2007.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>364,000</b>	<b>364,000</b>	<b>0</b>
<b>Designated Revenues Fund Total</b>	<b>0.00</b>	<b>364,000</b>	<b>364,000</b>	<b>0</b>
<u>General Fund</u>				
<i>New Appropriation</i>				
Business Development Specialist Contract Position	0.00	62,000	0	62,000
Program affected: Business Development Center This position has been funded by the DIA Noise Abatement Legal Fund monies for the last three and one-half years. With this funding no longer available, the General Fund will need to provide funding to continue this position.				
This position delivers instruction to more than 350 small business owners and entrepreneurs in approximately 40 workshops per year, and provides business counseling services to another 335 clients. The Specialist coordinates the graphic design service available through the Business Development Center (BDC) and assists small business owners in acquiring nearly \$2 million in business financing annually. Fifty percent of the Business Development Center's functions are accomplished by this position.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>62,000</b>	<b>0</b>	<b>62,000</b>
<b>General Fund Total</b>	<b>0.00</b>	<b>62,000</b>	<b>0</b>	<b>62,000</b>
<b>Amendment Request Total</b>	<b>0.00</b>	<b>426,000</b>	<b>364,000</b>	<b>62,000</b>

EXPENDITURE SUMMARY BY FUND				
Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Designated Revenues Fund	201,233	774,076	625,797	893,324
Development Review Fund	5,325,652	5,778,608	6,128,984	5,528,272
General Fund	1,214,242	867,488	725,705	851,768
Gifts & Grants Fund	64,209	91,349	741,366	684,533
<b>Expenditures Total</b>	<b>\$6,805,336</b>	<b>\$7,511,521</b>	<b>\$8,221,852</b>	<b>\$7,957,897</b>

# Development Services

## STAFFING SUMMARY BY FUND

Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Designated Revenues Fund	0.00	0.00	1.00	1.00
Development Review Fund	66.00	69.00	69.00	69.00
General Fund	9.00	9.00	8.00	8.00
<b>Staffing Total</b>	<b>75.00</b>	<b>78.00</b>	<b>78.00</b>	<b>78.00</b>

## PROGRAM SUMMARY

### AURA - Development Services

#### Brief Description

Promote and manage urban renewal project areas

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

3 Urban renewal areas

##### **(Est.) Cost/Unit:**

\$62,479 per urban renewal area

##### **Net Cost:**

\$187,437

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	3.00	3.00	3.00	3.00
<b>Expenditures Total</b>	<b>\$407,448</b>	<b>\$687,878</b>	<b>\$801,803</b>	<b>\$1,155,969</b>
Designated Revenues Fund	123,150	330,733	185,157	506,539
General Fund	284,298	278,019	154,653	187,437
Gifts & Grants Fund	0	79,126	461,993	461,993

#### Program Description

Establish plans, promote redevelopment opportunities, solicit private investment, and implement strategies and projects for three existing urban renewal project areas. Research potential urban renewal project area needs and opportunities. Provide incentives for infrastructure, public improvements, and private development to enhance the Fletcher Plaza area and the Fitzsimons Boundary area. Provide long-term loan incentives for the renovation of real property for art uses in Original Downtown Aurora Arts District. Provide management of one-time Housing and Urban Development (HUD) grants that pass through to the Fitzsimons Redevelopment Authority to perform planning for the Fitzsimons Commons infrastructure, renovation of the BioScience East building, and other site planning work.

#### Council Goals/Objectives:Activities Supported

Goal: Economic Vitality - Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Pursue primary job creation opportunities in key sub-markets, including DIA Gateway, I-225 Corridor, E-470 Corridor, Aurora City Center, Fitzsimons, and Buckley.

Activity: Pursue one or more specific urban renewal projects in the Fitzsimons and/or Fletcher Plaza Urban Renewal Areas.

Activity: Develop, in coordination with AEDC, Adams County Economic Development, North Aurora Business Association (NABA), the Aurora Chamber and other partner organizations, a positive economic marketing campaign for the city of Aurora.

Activity: Identify ways to provide more support to the development /redevelopment of key commercial corridors such as Havana, Abilene, Colfax, etc.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue to work on the development of City Center as a primary activity center.

# Development Services

## PROGRAM SUMMARY

### Building Code Division

#### Brief Description

Building plan review, inspections and permitting

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

10,172 Number of permits issued 2005

##### **(Est.) Cost/Unit:**

\$543

##### **Net Cost:**

\$5,528,272

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	66.00	69.00	69.00	69.00
<b>Expenditures Total</b>	<b>\$5,325,652</b>	<b>\$5,778,608</b>	<b>\$6,128,984</b>	<b>\$5,528,272</b>
Development Review Fund	5,325,652	5,778,608	6,128,984	5,528,272

#### Program Description

Provide effective, thorough, and cost effective plan review, inspection programs, and permitting to ensure safety codes are met in all structures built in the City of Aurora.

#### Council Goals/Objectives:Activities Supported

Goal: Serve as leaders to shape policy that benefits the Aurora community.

Activity: Monitor potential new regulatory requirements.

### Business Development Center

#### Brief Description

Assist Aurora businesses and coordinate cultural, educational, and business programs

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

5,208 Contacts with current and future business owners in 2005

##### **(Est.) Cost/Unit:**

\$63.41 per business contact

##### **Net Cost:**

\$330,237

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	3.00	3.00	3.00	3.00
<b>Expenditures Total</b>	<b>\$380,075</b>	<b>\$340,671</b>	<b>\$590,904</b>	<b>\$562,777</b>
Designated Revenues Fund	78,083	79,658	63,171	10,000
General Fund	237,783	248,790	248,360	330,237
Gifts & Grants Fund	64,209	12,223	279,373	222,540

#### Program Description

Provide one-on-one business advising, low-cost training, technical assistance, and loan programs. Coordinate Asian/Pacific cultural, educational and business programs, e.g. Aurora Asian Film Festival and the Asian Economic Summit held at the Aurora Municipal Center. Provide support for Spanish-speaking entrepreneurs through bilingual counseling and seminars. Develop programs, including seminars, targeting retailers, artists, and other audiences with an emphasis in urban renewal areas.

# Development Services

## PROGRAM SUMMARY

### Business Development Center

#### Council Goals/Objectives:Activities Supported

Goal: Economic Vitality - Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Pursue one or more specific urban renewal projects in the Fitzsimons and/or Fletcher Plaza Urban Renewal Areas.

Activity: Identify options that provide more support for Aurora Business Development Center.

Activity: Identify ways to provide more support to the development /redevelopment of key commercial corridors such as Havana, Abilene, Colfax, etc.

Goal: Support effective efforts to integrate/orient an increasingly diverse community.

Activity: Celebrate/appreciate diversity through departmental program activities, events, and services aimed at a multicultural audience.

### Development Services Administration

#### Brief Description

Provides general management services and promotes investment in the city

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

3 Employees in the program

##### **(Est.) Cost/Unit:**

\$111,365 per employee

##### **Net Cost:**

\$334,094

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	3.00	3.00	3.00	3.00
<b>Expenditures Total</b>	<b>\$331,161</b>	<b>\$340,679</b>	<b>\$322,692</b>	<b>\$334,094</b>
General Fund	331,161	340,679	322,692	334,094

#### Program Description

The Development Services Administration program provides management and supervision to the Aurora Urban Renewal Division, the Aurora Business Development Center, and the Building Code Division. Major functions involve special projects or analyses related retail development and negotiations of economic development and incentive agreements. Other functions include providing support for the Planning, Economic Development and Redevelopment Council Committee and handling developer inquiries. In addition, this program assists in coordination and contract administration benefiting the Aurora Economic Development Council and the Adams County Economic Development Council. These agencies promote economic development within the City.

# Development Services

## PROGRAM SUMMARY

### Development Services Administration

#### Council Goals/Objectives:Activities Supported

Goal: Economic Vitality - Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Pursue one or more specific urban renewal projects in the Fitzsimons and/or Fletcher Plaza Urban Renewal Areas.

Activity: Initiate a regional activity or project, such as a hotel and conference center, regional event facility, or a regional visitor/tourist attraction.

Activity: Develop, in coordination with AEDC, Adams County Economic Development, North Aurora Business Association (NABA), the Aurora Chamber and other partner organizations, a positive economic marketing campaign for the city of Aurora.

Activity: Promote K-12 and higher education as a pillar of economic viability by participating in the strategic efforts/follow up launched at the December 2005 Education Summit.

Activity: Support the inclusion of City elected officials to participate in both city-sponsored and regional sponsored economic development prospecting activities.

Activity: Identify options that provide more support for Aurora Business Development Center.

Activity: Identify ways to provide more support to the development /redevelopment of key commercial corridors such as Havana, Abilene, Colfax, etc.

Activity: Implement activities outlined in Incentive Resolution #R2005-14.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue to work on the development of City Center as a primary activity center.

Activity: Work with developers, the Housing Authority, AEDC, and others on a balanced housing stock.

### Economic Development

#### Brief Description

This Program has been realigned into other programs for reporting purposes starting in 2006

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

2,001 Primary jobs created

##### **(Est.) Cost/Unit:**

\$0 per primary job created

##### **Net Cost:**

\$0

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$361,000</b>	<b>\$363,685</b>	<b>\$377,469</b>	<b>\$376,785</b>
Designated Revenues Fund	0	363,685	377,469	376,785
General Fund	361,000	0	0	0

#### Program Description

Provide economic development, marketing, and business assistance services through the following public/private economic development organizations: Aurora Economic Development Council (AEDC) and the Adams County Economic Development Council (ACED). Recruits new and existing businesses through existing economic development organizations. In 2005, the Economic Development program funding for AEDC and ACED was moved from the General Fund to the Designated Revenues Fund.

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# Development Services

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## PROGRAM SUMMARY

### Economic Development

Council Goals/Objectives:Activities Supported

Goal: Economic Vitality - Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Pursue primary job creation opportunities in key sub-markets, including DIA Gateway, I-225 Corridor, E-470 Corridor, Aurora City Center, Fitzsimons, and Buckley.

Activity: Initiate a regional activity or project, such as a hotel and conference center, regional event facility, or a regional visitor/tourist attraction.

Activity: Develop, in coordination with AEDC, Adams County Economic Development, North Aurora Business Association (NABA), the Aurora Chamber and other partner organizations, a positive economic marketing campaign for the city of Aurora.

Activity: Support the inclusion of City elected officials to participate in both city-sponsored and regional sponsored economic development prospecting activities.

Activity: Develop a Business Retention Plan that expands on the existing program used by AEDC and the city by September 2006.

Goal: Serve as leaders to shape policy that benefits the Aurora community.

Activity: Maintain contact with elected officials throughout the year.

# Finance

15151 E. Alameda Parkway • Aurora, CO 80012 • (303) 739-7055

John Gross, Finance Director • JGROSS@auroragov.org



## DESCRIPTION

The Finance Department provides for city government general financial functions, business licensing, and tax collection. The department provides support and advice to the City Manager, City Council, and departments in matters related to financial issues, economic development policy, and strategic planning. Specific functions in carrying out this mission include management of the budget process, support in strategic planning, development of long-range financial options, economic and revenue analysis, revenue management, licensing of businesses, collection of various taxes, accounting and financial reporting, cash management, financial controls, debt and capital planning, accounts receivable and payable, payroll, and grant management.

## BUDGET SUMMARY

Description of Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	60.50	60.50	60.00	63.00
Personal Services	3,647,143	3,533,806	3,858,993	4,386,121
Supplies and Services	788,384	1,017,380	726,205	851,017
Interfund Charges	40,709	42,557	42,838	52,412
Transfers Out	41,500	41,500	41,500	0
<b>Expenditures Total</b>	<b>\$4,517,736</b>	<b>\$4,635,243</b>	<b>\$4,669,536</b>	<b>\$5,289,550</b>

## MAJOR VARIANCE EXPLANATION

In 2005, personal services costs decreased by \$113,300 (3.1 percent) due to vacancy savings. In addition, supplies and services increased by \$229,000 (2.9 percent) due to legal fees, a special financial study and increased audit costs. In 2006, the Department eliminated a full-time administrative position worth 1.0 FTE and added 0.5 FTE in payroll. Personal services expenditures are projected to increase by \$325,200 (9.2 percent) due to the expected filling of previously vacant positions. Supplies and services costs are projected to decrease by \$291,200 (28.6 percent) as a result of one-time professional services costs that will not recur in 2006. Also in 2006, the budgets for both the Citizen's Advisory Budget Committee and the Local Licensing Authority were moved from the City Council budget to the Finance Department budget.

In 2007, the Department will add 3.0 FTE Tax Auditors/Tax Compliance Staff at a cost of \$218,300. This additional cost will be fully offset by additional tax audit revenue in 2007. A development related Special Financial Analyst contract position will also be added to analyze development proposals and assist in negotiations. The listing of amendments that follows describes all other changes in the budget.

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>General Fund</u>				
<i>New Appropriation</i>				
3 Additional Tax Auditors/Tax Compliance Staff	3.00	218,255	218,255	0
Program affected: Tax Audit				

# Finance

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>General Fund</u>				
<i>New Appropriation</i>				
Additional tax staff are needed to generate new revenue for the City. A fully trained Tax Auditor is able to generate between \$225,000 and \$275,000 per year in sales tax revenue. In the first year an auditor is likely to generate about \$70,000, until their training is complete.				
Accounting Technician Contract Position- Direct Charge to Aurora Water	0.00	0	0	0
Program affected: Accounting This add will assist in achieving the goal that Aurora will be a fiscally strong and financially well-managed city. This contract position will classify utility assets being purchased and assist with high volume utility transactions in accounts payable. The \$46,031 position will be charged to the Water Fund.				
Adjust External Audit Fee to Bid Amount	0.00	40,000	0	40,000
Program affected: Accounting This add will assist in achieving the goal that Aurora will be a fiscally strong and financially well-managed city. Based on a new Request for Proposal for the City's annual external audit, an increase of \$40,000 is required, for a total of \$200,000.				
Budget Oversight Temp Staff and Professional Services	0.00	17,918	0	17,918
Program affected: Office of Budget and Financial Planning This add will assist in achieving the goal that Aurora will be a fiscally strong and financially well-managed city. This add will increase professional services funding in the Office of Budget & Financial Planning by \$5,000 to a total of \$10,000. The increase is needed to fund anticipated consulting services. This amendment also adds 1.0 temporary intern for the full year in the Office of Budget & Financial Planning. This temporary person will help lessen disruption as a result of turnover and will help address peak workloads at a nominal cost.				
Development Related Special Financial Analyst	0.00	127,756	0	127,756
Program affected: Finance Administration This add will assist in achieving the goal that Aurora will be a fiscally strong and financially well-managed city. This development-related Special Financial Analyst contract position would be used to analyze proposals and assist in negotiations. Currently the Finance director and the Budget Officer must take on these tasks as time permits. A dedicated position will be able to provide a more consistent focus and develop a more thorough approach to analyzing the financial impact of such proposals.				

# Finance

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>General Fund</u>				
<i>New Appropriation</i>				
Required Training for Accountants	0.00	19,500	0	19,500
Program affected: Accounting, Treasury & Office of Budget and Financial Planning This add will assist in achieving the goal that Aurora will be a fiscally strong and financially well-managed city. The add will be used to maintain professional certification and to stabilize training at a level to allow professional staff to maintain current standards and be aware of innovations and improvements.				
Special Financial Assistant Contract Position - Direct Charge to Aurora Water	0.00	0	0	0
Program affected: Finance Administration This add will assist in achieving the goal that Aurora will be a fiscally strong and financially well-managed city. The purpose of the special financial assistant will be to improve Aurora Water fiscal management and oversight. This \$100,000 contract position is fiscally similar to the Special Assistant for Prairie Waters Project and will be charged to the Water Fund.				
<b>New Appropriation Total</b>	<b>3.00</b>	<b>423,429</b>	<b>218,255</b>	<b>205,174</b>
<b>General Fund Total</b>	<b>3.00</b>	<b>423,429</b>	<b>218,255</b>	<b>205,174</b>
<b>Amendment Request Total</b>	<b>3.00</b>	<b>423,429</b>	<b>218,255</b>	<b>205,174</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Designated Revenues Fund	20,000	43,587	132,512	135,668
General Fund	4,456,236	4,550,156	4,495,524	5,153,882
Surplus & Deficiency Fund	41,500	41,500	41,500	0
<b>Expenditures Total</b>	<b>\$4,517,736</b>	<b>\$4,635,243</b>	<b>\$4,669,536</b>	<b>\$5,289,550</b>

## STAFFING SUMMARY BY FUND

Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Designated Revenues Fund	0.00	0.00	1.50	1.50
General Fund	60.50	60.50	58.50	61.50
<b>Staffing Total</b>	<b>60.50</b>	<b>60.50</b>	<b>60.00</b>	<b>63.00</b>

# Finance

## PROGRAM SUMMARY

### Accounting

#### Brief Description

Maintain the official financial books and records of the City.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

839,457,000 Dollars of revenues and expenses accounted for

##### **(Est.) Cost/Unit:**

\$0.001 per dollar of revenue and expense accounted for

##### **Net Cost:**

\$818,278

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	9.80	8.80	8.80
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$716,109</b>	<b>\$716,077</b>	<b>\$818,278</b>
General Fund	0	716,109	716,077	818,278

#### Program Description

This function translates all financial activity of the City into accounting transactions and accounting records. It also keeps informed about all major events and activities having financial impact to ensure that they are properly reflected. Keeps educated and apprised on constantly changing accounting requirements. Provides on-line real time financial information and award winning annual financial reports that demonstrate City compliance and control with regards to raising and spending public resources.

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Achieve a 2005 actual bottom-line that shows a fund balance that is better than budgeted.

### Accounts Payable

#### Brief Description

Review City invoices and makes payment to vendors

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

196,925,000 City accounts payable dollars disbursed

##### **(Est.) Cost/Unit:**

\$0.001 per City accounts payable dollars disbursed

##### **Net Cost:**

\$191,000

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	4.00	4.00	4.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$187,033</b>	<b>\$186,180</b>	<b>\$191,000</b>
General Fund	0	187,033	186,180	191,000

#### Program Description

Invoices for payment are batched by departments but reviewed by the Accounts Payable function. This function verifies that proper purchasing procedures are followed, proper signatures are obtained, and no duplicate payments are made. Errors are noted, researched and corrected as appropriate. Checks for payment are processed, matched with payment materials and mailed. This function also performs year-end 1099 processing.

# Finance

## PROGRAM SUMMARY

### Accounts Payable

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Achieve a 2005 actual bottom-line that shows a fund balance that is better than budgeted.

### Annual Independent Audit

#### Brief Description

Financial audit by independent auditors

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

1 Number of audits

##### **(Est.) Cost/Unit:**

\$200,000 per audit

##### **Net Cost:**

\$200,000

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$144,300</b>	<b>\$143,215</b>	<b>\$200,000</b>
General Fund	0	144,300	143,215	200,000

#### Program Description

This function is the annual independent audit by a major accounting firm. The auditors are selected by City Council and report to Council through the Management and Finance Committee. The audit reviews the City financial records and its internal controls. The audit also reviews federal grants for compliance. The audit contract is periodically bid with the City requiring bidders to show appropriate expertise in auditing a city of Aurora's size.

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Achieve a 2005 actual bottom-line that shows a fund balance that is better than budgeted.

### Business Licensing

#### Brief Description

Issue and manage general, tax and special licensing for City businesses

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

N/A

##### **(Est.) Cost/Unit:**

N/A

##### **Net Cost:**

\$0

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	5.20	5.20	5.20
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$301,347</b>	<b>\$325,312</b>	<b>\$332,000</b>
General Fund	0	301,347	325,312	332,000

# Finance

## PROGRAM SUMMARY

### Business Licensing

#### Program Description

This function accepts applications for, reviews, issues and manages all City general, tax and special licenses. It also serves similar functions for the local licensing authority which issues liquor licenses. Special licenses such as liquor licenses and massage therapists require substantial review and processing. The volume measure "number of business transactions" includes all current business licenses, new issues, terminations, and maintenance to the accounts on the licensing system.

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Support attraction of business and development to Aurora that will improve the budget bottom-line, and generate more revenue than expenses.

### Cash Management

#### Brief Description

Central receipt and management of all City cash

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

206,000 Cash transactions

##### **(Est.) Cost/Unit:**

\$1.2938 per cash transaction

##### **Net Cost:**

\$266,514

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	4.00	4.00	4.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$264,381</b>	<b>\$233,713</b>	<b>\$266,514</b>
General Fund	0	264,381	233,713	266,514

#### Program Description

This function receives, identifies, segregates and records the receipt of all cash for deposit to the City's bank. This function also designs and implements Citywide cash controls and manages the purchasing card function. A secondary task is first stage processing of all tax returns. The volume measure, cash transactions, includes all receipts, tax returns processed and purchasing card activity.

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Achieve a 2005 actual bottom-line that shows a fund balance that is better than budgeted.

### Control Management

#### Brief Description

Design, implement and monitor financial controls and secure and manage grants

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

5,673,526 Dollars of expected grant revenue

##### **(Est.) Cost/Unit:**

\$0.0282 per dollar of grant revenue

##### **Net Cost:**

\$160,000

# Finance

## PROGRAM SUMMARY

### Control Management

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	1.20	2.20	2.20
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$107,810</b>	<b>\$157,537</b>	<b>\$160,000</b>
General Fund	0	107,810	157,537	160,000

#### Program Description

This function designs, implements and monitors financial controls on a City-wide basis. The function also manages many aspects of grants including controls, finding grant opportunities and assisting with writing of grants. It also handles special projects for the Finance Department and year end financial report preparation. This unit began operations in late 2005.

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Achieve a 2005 actual bottom-line that shows a fund balance that is better than budgeted.

### Debt Management

#### Brief Description

Manage debt issuance and debt administration

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

44,300,000 dollars of debt managed

##### **(Est.) Cost/Unit:**

\$0.0031 per dollar of debt managed

##### **Net Cost:**

\$135,668

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	1.50	1.50
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$43,587</b>	<b>\$132,512</b>	<b>\$135,668</b>
Designated Revenues Fund	0	43,587	132,512	135,668

#### Program Description

This function manages the issuance of new debt and financing instruments across all City departments, monitors the City's compliance with covenants for previously issued debt, and administers the payment of principal and interest for existing debt. This function also participates as requested in negotiating development incentive agreements.

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Achieve a 2005 actual bottom-line that shows a fund balance that is better than budgeted.

# Finance

## PROGRAM SUMMARY

### Financial Services Administration

**Brief Description**

Central Finance administration and special financial projects

**Primary Program Measures 2007 (Selected Funds)**
**Volume (most recent data):**

5,289,550 Total Finance Department Budget

**(Est.) Cost/Unit:**

\$0.0977 Administrative cost per \$1.00 of Department budget

**Net Cost:**

\$516,613

**Summary of Appropriations**

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	6.00	5.50	3.00	3.00
<b>Expenditures Total</b>	<b>\$568,536</b>	<b>\$507,362</b>	<b>\$452,369</b>	<b>\$516,613</b>
Designated Revenues Fund	20,000	0	0	0
General Fund	507,036	465,862	410,869	516,613
Surplus & Deficiency Fund	41,500	41,500	41,500	0

**Program Description**

The function consists of the Finance Director and Administrative Assistant. Most staff time is spent doing production work; relatively little time is associated with management and supervision. Production work consists of special projects or analyses and also includes processing payroll and bills, providing support for the Management and Finance Committee and handling citizen inquiries. Management and supervision activities are provided on a time available basis; these functions are also provided as an offshoot of special projects and analyses which often have broad implications.

**Council Goals/Objectives:Activities Supported**

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Prepare a study of sales tax revenue.

Activity: Prepare a review of the structure of City revenues.

Activity: Support attraction of business and development to Aurora that will improve the budget bottom-line, and generate more revenue than expenses.

Activity: Achieve a 2005 actual bottom-line that shows a fund balance that is better than budgeted.

Activity: Achieve a 2006 budget that is balanced using a minimum of one-time solutions.

Activity: Achieve a 2006 budget process that identifies lower-priority services that can be reduced or eliminated to ensure a balanced budget.

### Investment Management

**Brief Description**

Investment of City funds

**Primary Program Measures 2007 (Selected Funds)**
**Volume (most recent data):**

11,202,000 dollars from investments earnings

**(Est.) Cost/Unit:**

\$0.0161 per dollar of investment earnings

**Net Cost:**

\$180,259

# Finance

## PROGRAM SUMMARY

### Investment Management

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	1.50	1.50	1.50
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$163,311</b>	<b>\$143,244</b>	<b>\$180,259</b>
General Fund	0	163,311	143,244	180,259

#### Program Description

This function invests all available City funds and develops and implements investment policy and procedures. Funds are invested in instruments that meet City goals (in order) of safety, liquidity and yield. This function also sets up and manages a system that determines the amount of cash available for investment and ensures that cash is available to meet City needs.

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Achieve a 2005 actual bottom-line that shows a fund balance that is better than budgeted.

### Office of Budget & Financial Planning

#### Brief Description

Prepare and manage the budget and provide associated analysis.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

835,594,036 City Budgeted Expenditures

##### **(Est.) Cost/Unit:**

\$0.0008 per City budgeted expenditure

##### **Net Cost:**

\$673,153

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	9.00	9.00	9.00	9.00
<b>Expenditures Total</b>	<b>\$629,491</b>	<b>\$588,499</b>	<b>\$639,747</b>	<b>\$673,153</b>
General Fund	629,491	588,499	639,747	673,153

#### Program Description

This function manages the annual budget process and prepares the City's budget documents. It analyzes revenues, expenditures and economic factors, prepares long-range financial projections for all City funds and makes recommendations to management and City Council. It oversees financial aspects of the City's capital program including all long-range financial planning. The function also includes other financial analysis projects including regular review of the City's revenue outlook. Also, the function supports the work of other City departments by facilitating accurate and efficient administration of the budget.

# Finance

## PROGRAM SUMMARY

### Office of Budget & Financial Planning

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Prepare a study of sales tax revenue.

Activity: Prepare a review of the structure of City revenues.

Activity: Support attraction of business and development to Aurora that will improve the budget bottom-line, and generate more revenue than expenses.

Activity: Achieve a 2005 actual bottom-line that shows a fund balance that is better than budgeted.

Activity: Achieve a 2006 budget that is balanced using a minimum of one-time solutions.

Activity: Achieve a 2006 budget process that identifies lower-priority services that can be reduced or eliminated to ensure a balanced budget.

### Payroll

#### Brief Description

Review and process payroll, including payment of deductions and benefits

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

185,675,000 City payroll dollars disbursed

##### **(Est.) Cost/Unit:**

\$0.0013 per dollar of City payroll

##### **Net Cost:**

\$235,000

#### Summary of Appropriations

	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Projection</b>	<b>2007 Adopted</b>
Regular - FTE	0.00	3.50	4.00	4.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$238,818</b>	<b>\$229,144</b>	<b>\$235,000</b>
General Fund	0	238,818	229,144	235,000

#### Program Description

Time card input batches received from departments are reviewed by this function. This function includes the technical set-up of a complex payroll computer system and its maintenance. The function uses the system to produce payroll and associated reports. Payroll results are reviewed for proper payment of taxes, pensions, deferred compensation, garnishments, and insurance premiums, among other items. This program is also involved with quarterly reconciliation, preparation and submittal of tax reports, as well as year-end processing of W2s. This program includes ongoing training for numerous IRS and other regulations and processes.

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Achieve a 2005 actual bottom-line that shows a fund balance that is better than budgeted.

### Property Tax Collection

#### Brief Description

County fee for collecting City property tax

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

24,037,892 Property tax revenue collected

##### **(Est.) Cost/Unit:**

\$0.0098 per property tax revenue dollar collected

##### **Net Cost:**

\$234,723

# Finance

## PROGRAM SUMMARY

### Property Tax Collection

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$219,764</b>	<b>\$221,400</b>	<b>\$234,723</b>
General Fund	0	219,764	221,400	234,723

#### Program Description

This function is the process of collecting property tax levied by the City. The County collects this tax and charges a statutory fee of 1% of collections. The amount is based on expected property tax receipts in 2006.

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Achieve a 2005 actual bottom-line that shows a fund balance that is better than budgeted.

### Tax Audit

#### Brief Description

Collects past due taxes through audits of businesses

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

2,180,744 dollars revenue generated

##### **(Est.) Cost/Unit:**

\$0.4523 per dollar of revenue generated

##### **Net Cost:**

\$986,342

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	10.50	10.50	13.50
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$821,041</b>	<b>\$735,486</b>	<b>\$986,342</b>
General Fund	0	821,041	735,486	986,342

#### Program Description

This function's primary responsibility is to audit businesses for City taxes and either collect or refund any tax due or overpaid. Taxpayer education and customer service are an important part of this function.

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Support attraction of business and development to Aurora that will improve the budget bottom-line, and generate more revenue than expenses.

# Finance

## PROGRAM SUMMARY

### Tax Collections

#### Brief Description

Collects past due taxes and enters tax information into computer

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

1,370,000 dollars of revenue generated

##### **(Est.) Cost/Unit:**

\$0.2628 per dollar of revenue generated

##### **Net Cost:**

\$360,000

#### Summary of Appropriations

	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Projection</b>	<b>2007 Adopted</b>
Regular - FTE	0.00	6.30	6.30	6.30
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$331,881</b>	<b>\$353,600</b>	<b>\$360,000</b>
General Fund	0	331,881	353,600	360,000

#### Program Description

This function's primary responsibilities are to collect past due tax, process tax returns, provide customer service and maintain accounts. Its primary enforcement mechanism is telephone contact and site visits with business owners. If necessary, this function can place a lien on the business property and seize and sell the business property. This function also identifies businesses that may not be licensed and performs periodic compliance checks.

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Achieve a 2005 actual bottom-line that shows a fund balance that is better than budgeted.

# Fire

15151 E. Alameda Parkway • Aurora, CO 80012 • (303) 326-8999

Casey Jones, Fire Chief • CJONES@auroragov.org



## DESCRIPTION

The Fire Department is responsible for improving the quality of life within the City of Aurora by providing protection of life and property threatened by medical emergencies, fires, hazardous materials, severe weather conditions, and all other natural or man-made catastrophes. Major programs within the Fire Department include: Fire Suppression, Fire Emergency Management, Fire Rescue, Fire Inspection, and Fire Training. Fire Suppression is responsible for direct fire fighting and rescue activities. Fire Rescue provides paramedic assistance. Fire Inspection conducts inspections to ensure fire code compliance. Fire Training provides for fire personnel training, as well as providing public education. Fire Emergency Management develops the City Emergency Plan and coordinates disaster planning.

## BUDGET SUMMARY

Description of Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	318.00	309.00	325.00	329.00
Personal Services	24,926,761	25,069,813	26,932,015	28,566,152
Supplies and Services	1,699,479	1,883,416	2,922,270	2,690,002
Interfund Charges	1,199,105	1,181,607	1,440,576	1,616,990
Capital Related	47,876	102,029	61,468	60,950
Transfers Out	5,000	0	0	0
<b>Expenditures Total</b>	<b>\$27,878,221</b>	<b>\$28,236,865</b>	<b>\$31,356,329</b>	<b>\$32,934,094</b>

## MAJOR VARIANCE EXPLANATION

In 2005, 9.0 FTE were eliminated. The delayed opening of Station 14 accounts for five of the eliminated positions. The remaining four are program-related positions. The capital related and supplies and services expenditure increases in 2005 are due to additional grant revenue for the purchase of new equipment.

In 2006, 2.0 FTE are eliminated as part of the budget cutting process. During the 2006 spring supplemental process, the decision was made to add 6.0 FTE for EMS-only service at Fire Station 14 and 12.0 FTE for full staffing of a temporary firehouse located at Murphy Creek. For the partial year, these staff additions increase personal service costs by \$766,200. The balance of the increase in 2006 personal service costs is related to a 1.75 percent civil service pay raise plus other increases in accordance with contractual agreements and City policy. Also included in the 2006 spring supplemental is a \$67,000 one-time expenditure for uniforms, equipment, and supplies for Fire Stations 14 and 15. Supplies and services also increase as a result of anticipated grant funding for emergency operations training and supplies for response to major community health related events. Fleet and risk charges comprise the majority of the increase in interfund charges in 2006.

In 2007, personal service costs are expected to increase \$1.6 million (6.1 percent). Part of this is an increase from the 2006 projection for \$547,200 and 5.0 FTE to fund a full year of staffing for Fire Stations 14 and 15, partially offset by the transfer of 1.0 FTE to Information Technology. The balance of the increase in 2007 personal service costs is related to a 3.25 percent civil service pay raise plus other pay and benefit increases in accordance with contractual agreements and City policy. Supplies and services are decreasing 7.9 percent as a result of decreased grant activity. Interfund charges continue to increase annually primarily due to fleet charges associated with increased fuel and vehicle maintenance costs.

## Fire

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>Designated Revenues Fund</u>				
<i>New Appropriation</i>				
Fire Education Program	0.00	61,900	0	61,900
Program affected: Fire Inspection and Education Appropriate Fire Education program fund balance to provide funding for the operation of various Fire public education training events. These events include CPR training and juvenile fire prevention programs. Funding for Fire Education is provided by class registration fees and Court ordered restitution. A substantial reduction in the Fire Education program occurred when ongoing General Fund support and staffing for Fire Education was eliminated in 2005.				
Fire Hazardous Material Recovery	0.00	7,835	0	7,835
Program affected: Hazardous Materials Appropriate Fire Hazardous Material Recovery program fund balance to provide funding for hazardous material clean-up response operations. Funding for hazardous material response is provided by restitution from the responsible party associated with a particular event.				
Fire Trauma Grand Rounds	0.00	22,000	0	22,000
Program affected: Fire Rescue Appropriate Fire Trauma Grand Rounds program fund balance to provide funding for operation of the annual Trauma Grand Rounds conference. This event is an annual metropolitan training seminar that provides emergency medical services training to numerous public safety agencies. This operation is funded by registration fees paid by program participants.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>91,735</b>	<b>0</b>	<b>91,735</b>
<b>Designated Revenues Fund Total</b>	<b>0.00</b>	<b>91,735</b>	<b>0</b>	<b>91,735</b>
<u>General Fund</u>				
<i>New Appropriation</i>				
Emergency Medical Technician Training	0.00	64,796	0	64,796
Program affected: Fire Training As a condition of employment, all new Firefighters are required to be certified paramedics at the end of four years of employment. This amendment will provide funding for mandatory paramedic training for new Firefighters.				

## Fire

BUDGET AMENDMENT REQUESTS				
Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>General Fund</u>				
<i>New Appropriation</i>				
Fire Station 14 Full Year Funding (EMS Only)	2.00	537,657	0	537,657
Programs affected: Fire Suppression, Fire Rescue This request would support the service standard that first due response time will be eight minutes or less 90 percent of the time. This station was approved for a 2006 opening as part of the 2006 spring supplemental. This is the full year funding for the opening of Station 14 in a limited emergency medical service capacity utilizing one officer and one Emergency Medical Service (EMS) Technician per shift. This amendment includes two additional relief FTE for Station 14 starting in July 2007.				
Fire Station 15 Full Year Funding	3.00	975,463	0	975,463
Programs affected: Fire Suppression, Fire Rescue This request would support the service standard that first due response time will be eight minutes or less 90 percent of the time. Station 15 was approved for a 2006 opening as part of the 2006 spring supplemental. This is the full year funding for the opening of Station 15 in a temporary facility. This amendment includes 3.0 additional relief FTE for Station 15 starting in October 2007.				
<b>New Appropriation Total</b>	<b>5.00</b>	<b>1,577,916</b>	<b>0</b>	<b>1,577,916</b>
<i>Budget Cut</i>				
Technical Adjustment: Transfer of Business Systems Administrator to Information Technology	-1.00	-75,929	0	-75,929
Program affected: Fire Administration This is a technical adjustment for the transfer of the Business Systems Administrator position to the Information Technology Department from the Fire Department. The functions of this position are more closely associated with Information Technology.				
<b>Budget Cut Total</b>	<b>-1.00</b>	<b>-75,929</b>	<b>0</b>	<b>-75,929</b>
<b>General Fund Total</b>	<b>4.00</b>	<b>1,501,987</b>	<b>0</b>	<b>1,501,987</b>
<u>Gifts &amp; Grants Fund</u>				
<i>New Appropriation</i>				
Anticipated Grant Awards	0.00	20,000	0	20,000
Additional appropriation to ensure sufficient budget is in place for Fire Department grant awards anticipated in 2007.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>20,000</b>	<b>0</b>	<b>20,000</b>
<b>Gifts &amp; Grants Fund Total</b>	<b>0.00</b>	<b>20,000</b>	<b>0</b>	<b>20,000</b>
<b>Amendment Request Total</b>	<b>4.00</b>	<b>1,613,722</b>	<b>0</b>	<b>1,613,722</b>

# Fire

## EXPENDITURE SUMMARY BY FUND

Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Designated Revenues Fund	75,846	179,619	131,785	221,000
General Fund	27,547,852	27,856,221	29,936,685	31,869,490
Gifts & Grants Fund	254,523	201,025	1,287,859	843,604
<b>Expenditures Total</b>	<b>\$27,878,221</b>	<b>\$28,236,865</b>	<b>\$31,356,329</b>	<b>\$32,934,094</b>

## STAFFING SUMMARY BY FUND

Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
General Fund	317.50	308.50	324.50	328.50
Gifts & Grants Fund	0.50	0.50	0.50	0.50
<b>Staffing Total</b>	<b>318.00</b>	<b>309.00</b>	<b>325.00</b>	<b>329.00</b>

## PROGRAM SUMMARY

### Arson Investigation

#### Brief Description

Investigates fires, explosions, and illegal disposal of hazardous materials

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

160 Fires investigated

##### **(Est.) Cost/Unit:**

\$1,851 per fire investigated

##### **Net Cost:**

\$296,117

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Civil - FTE	2.00	2.00	2.00	2.00
<b>Expenditures Total</b>	<b>\$221,072</b>	<b>\$213,426</b>	<b>\$269,132</b>	<b>\$296,117</b>
General Fund	221,072	213,426	269,132	296,117

#### Program Description

This function investigates the cause and origin of fires, explosions, and hazardous materials incidents within the City. Investigators function as peace officers and follow criminal cases through investigation, evidence collection, interview, case filing, and all court proceedings. Accidental incidents are investigated, documented, and reported to support prevention methods in future occurrences.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Fire suppression.

# Fire

## PROGRAM SUMMARY

### E-470 Emergency Services

#### Brief Description

#### Primary Program Measures 2007 (Selected Funds)

Volume (most recent data):

N/A

(Est.) Cost/Unit:

N/A

Net Cost:

\$0

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$76,081</b>	<b>\$45,000</b>	<b>\$40,000</b>
Designated Revenues Fund	0	76,081	45,000	40,000

#### Program Description

Provide fire, rescue, and emergency medical services to the portions of E-470 that are located within the City boundaries.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Emergency medical and rescue services.

### Fire Administration

#### Brief Description

Provide management support to the Fire Chief's office

#### Primary Program Measures 2007 (Selected Funds)

Volume (most recent data):

307 total department FTE

(Est.) Cost/Unit:

\$5,970 annual administrative cost per FTE

Net Cost:

\$1,832,753

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	7.00	9.00	9.00	8.00
Civil - FTE	4.00	5.00	5.00	5.00
<b>Expenditures Total</b>	<b>\$1,430,133</b>	<b>\$1,605,091</b>	<b>\$2,124,339</b>	<b>\$2,165,253</b>
Designated Revenues Fund	1	0	0	0
General Fund	1,417,616	1,604,866	1,789,377	1,832,753
Gifts & Grants Fund	12,516	225	334,962	332,500

#### Program Description

Provides management support to the Fire Chief's office in planning, organizing, budgeting, financial control, and overall administrative duties.

# Fire

## PROGRAM SUMMARY

### Fire Administration

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Fire suppression.

Activity: Emergency medical and rescue services.

### Fire Emergency Management

#### Brief Description

Provide management of the City's disaster preparedness operations

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

306,000 population

##### **(Est.) Cost/Unit:**

\$0.4682 per citizen annual administration cost

##### **Net Cost:**

\$143,278

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	1.00	1.00	0.50	0.50
Civil - FTE	1.00	1.00	1.00	1.00
<b>Expenditures Total</b>	<b>\$340,950</b>	<b>\$121,468</b>	<b>\$147,091</b>	<b>\$143,278</b>
General Fund	154,598	91,384	141,091	143,278
Gifts & Grants Fund	186,352	30,084	6,000	0

#### Program Description

This function is responsible for coordinating the prevention of, preparation for, response to, and recovery from natural or man-made disasters that occur within the City. This is accomplished through the production and maintenance of the City Emergency Operations Plan as well as coordinating and evaluating response and recovery capabilities by providing pre-event exercises and drills. This program is also responsible for all intra-city grant acquisition and oversight related to emergency management within the City.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Disaster management planning for the City.

Activity: An early warning notification system (sirens) to all portions of the community.

### Fire Inspection and Education

#### Brief Description

Conduct fire inspections and provide fire education to the community

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

7,471 Building inspections

##### **(Est.) Cost/Unit:**

\$76.29 per building inspection

##### **Net Cost:**

\$569,960

# Fire

## PROGRAM SUMMARY

### Fire Inspection and Education

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	8.00	7.00	7.00	7.00
Civil - FTE	4.00	1.00	1.00	1.00
<b>Expenditures Total</b>	<b>\$833,102</b>	<b>\$582,964</b>	<b>\$582,731</b>	<b>\$625,960</b>
Designated Revenues Fund	1,618	5,818	23,985	56,000
General Fund	831,484	577,146	558,746	569,960

#### Program Description

This function conducts annual/bi-annual fire inspections in all businesses and schools within the City and enforces compliance with the International Fire code in matters of fire and life safety. Additionally, this function issues permits, conducts fire safety training, responds to code related emergencies, performs fire safety standbys, assists fire crews, and consults with the public on matters relating to the fire code and its interpretation. A substantial reduction in the Fire Education program occurred when ongoing General Fund support and staffing for Fire Education was eliminated in 2005.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Fire Department Keep Ignition Devices Safe (KIDS) Program.

### Fire Rescue

#### Brief Description

Provide initial advanced life support care

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

16,915 EMS alarms

##### **(Est.) Cost/Unit:**

\$311 per EMS alarm

##### **Net Cost:**

\$5,261,044

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	2.00	1.00	1.50	1.50
Civil - FTE	55.00	61.00	61.00	63.00
<b>Expenditures Total</b>	<b>\$4,996,434</b>	<b>\$5,183,035</b>	<b>\$5,349,680</b>	<b>\$5,378,148</b>
Designated Revenues Fund	22,731	42,731	27,000	74,000
General Fund	4,971,450	5,089,111	5,262,783	5,261,044
Gifts & Grants Fund	2,253	51,193	59,897	43,104

#### Program Description

Responds to all fire, rescue and emergency medical alarms to provide initial advanced life support care in order to medically stabilize patients. Ensures that they are transported to the appropriate medical facility with appropriate continuing care. Monitor the City's ambulance service contract.

# Fire

## PROGRAM SUMMARY

### Fire Rescue

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Emergency medical and rescue services.

Activity: Cardiac Care Program.

### Fire Suppression

#### Brief Description

Responds to all requests for emergency Fire Department assistance

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

26,011 Alarms

##### **(Est.) Cost/Unit:**

\$871 per alarm

##### **Net Cost:**

\$22,656,997

#### Summary of Appropriations

	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Projection</b>	<b>2007 Adopted</b>
Regular - FTE	0.00	0.00	0.00	0.00
Civil - FTE	223.00	213.00	229.00	232.00
<b>Expenditures Total</b>	<b>\$18,703,464</b>	<b>\$19,478,192</b>	<b>\$21,758,956</b>	<b>\$23,124,997</b>
General Fund	18,650,062	19,358,669	20,871,956	22,656,997
Gifts & Grants Fund	53,402	119,523	887,000	468,000

#### Program Description

This function provides a full-service emergency response system to the citizens and occupants of the City. This service includes rapid emergency response and abatement of all fire related incidents. This function also provides technical rescue services related to incidents of a specialized nature such as building collapse, trench rescue, water rescue, and heavy equipment extrication.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Fire suppression.

### Fire Training

#### Brief Description

Provides training to Fire Department personnel

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

19,053 Training hours

##### **(Est.) Cost/Unit:**

\$57.46 per training hour

##### **Net Cost:**

\$1,094,785

# Fire

## PROGRAM SUMMARY

### Fire Training

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	3.00	2.00	1.00	1.00
Civil - FTE	6.00	6.00	7.00	7.00
<b>Expenditures Total</b>	<b>\$862,460</b>	<b>\$959,832</b>	<b>\$1,034,408</b>	<b>\$1,122,785</b>
Designated Revenues Fund	46,062	51,799	5,800	28,000
General Fund	816,398	908,033	1,028,608	1,094,785

#### Program Description

Provides the necessary resources, instructors, facilities and equipment to conduct basic firefighting training to new recruits as well as continuing education that allows the department to meet State required emergency medical training and fire training levels that also meet national standards.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Fire suppression.

Activity: Emergency medical and rescue services.

### Hazardous Materials

#### Brief Description

Provides hazardous material protection to the community

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

45 Haz Mat calls

##### **(Est.) Cost/Unit:**

\$323 per Haz Mat call

##### **Net Cost:**

\$14,556

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$21,400</b>	<b>\$28,004</b>	<b>\$44,992</b>	<b>\$37,556</b>
Designated Revenues Fund	5,434	3,190	30,000	23,000
General Fund	15,966	24,814	14,992	14,556

#### Program Description

Provides protection to the community concerning dangers resulting from the storage, use, or transportation of hazardous materials or terrorism incidents.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Hazardous Materials team.

# General Management

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## DESCRIPTION

It is the responsibility of the General Management Department to ensure that all City departments operate efficiently and effectively to meet the goals established by City Council. The Department includes: the Office of the City Manager; Deputy City Managers of Administrative Services, Community Services, and Operations; and the Office of Development Assistance. The Communications and Management Support budgets are included in General Management. Communications provides information to the Citizens of Aurora via Aurora Community Television and City produced materials and programs. Communications also oversees Access Aurora, which provides citizen access to all levels of Aurora city government. Management Support includes programs such as the City Clerk's Office, Internal Audit, Elections, Municipal Records, and Policy and Research. Newly consolidated under General Management are the functions of the former Internal Services Department, including Fleet Maintenance, Purchasing Services, Facilities Management, Print Shop, and Mail Room. The Print Shop and Mail Room operations are now overseen by Management Support.

## BUDGET SUMMARY

Description of Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	136.80	131.80	125.30	127.80
Personal Services	8,174,891	7,896,747	7,824,276	8,454,519
Supplies and Services	8,914,300	9,734,257	10,633,264	11,121,052
Interfund Charges	114,063	114,982	121,419	148,710
Debt Related	360,371	344,910	863,449	863,449
Capital Related	1,047,794	1,111,644	2,127,500	4,854,870
Transfers Out	546,537	489,950	366,213	366,213
<b>Expenditures Total</b>	<b>\$19,157,956</b>	<b>\$19,692,490</b>	<b>\$21,936,121</b>	<b>\$25,808,813</b>

## MAJOR VARIANCE EXPLANATION

For 2005, total expenditures increased \$534,500 (2.8 percent) over 2004. This occurred primarily in the wake of an \$820,000 (9.2 percent) increase in supplies and services, due largely to fleet maintenance and facilities management costs. These costs were partially offset by a \$278,100 (3.4 percent) decrease in personal services due to a reduction of 5.0 FTE.

Total expenditures for 2006 are expected to exceed 2005 figures by \$2.2 million (11.4 percent). An \$899,000 (9.2 percent) increase in supplies and services is caused by increased fleet maintenance and facilities management costs. Capital related expenditures increased \$1.0 million due to an increase for fleet replacement. A 6.5 FTE reduction offset by a planned 1.6 percent City-wide pay increase, along with increased benefits, will translate to a net \$72,500 (0.9 percent) decrease in personal services expenditures.

For 2007, total expenditures are projected to increase \$3.9 million (17.7 percent). The primary cause of this increase is a \$2.7 million (128.2 percent) increase in capital related expenditures associated with increased funding for fleet replacement. Because of reduced funding over the last several years, City vehicles have not been replaced in a timely manner. The 2007 adopted budget includes a one-time budget amendment for \$2.1 million and an ongoing amendment for \$500,000 to provide additional catch-up funding for fleet replacement.

# General Management

## MAJOR VARIANCE EXPLANATION

Personal services is planned to increase \$630,200 (8.1 percent) as a result of planned pay increases and a reduction in vacancy savings from 2006 to 2007. In addition, the City Mail Room added an additional 1.0 FTE Courier II position. The City Print Shop also added a 0.5 FTE Offset Printer position. Finally, Internal Audit added 1.0 FTE in 2007 that will be funded by Aurora Water. The increase of \$487,800 (4.6 percent) in supplies and services is attributed primarily to cost increases for fuel and maintenance. Maintenance related resale supplies account for \$307,800 of this difference. Additional information on budget amendments can be found in the following pages.

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>Development Review Fund</u>				
<i>New Appropriation</i>				
Increase in Recording Fees and Permits	0.00	15,000	15,000	0
Program affected: City Clerk The add will compensate for the cost associated with the increased volume of recording fees and permits the City Clerk incurs when recording a document for the County. An additional \$15,000 is requested to help cover these increased costs. This amount accounts for the expenditures and associated revenues resulting from recording requests made by developers.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>15,000</b>	<b>15,000</b>	<b>0</b>
<b>Development Review Fund Total</b>	<b>0.00</b>	<b>15,000</b>	<b>15,000</b>	<b>0</b>
<u>Fleet Management Fund</u>				
<i>New Appropriation</i>				
Capital Outlay: New and Replacement Equipment for Fleet	0.00	72,000	72,000	0
Program affected: Vehicle Maintenance This add is intended to ensure that Aurora invests in capital and infrastructure in a manner that supports the long-term provision of services in an efficient and effective manner. The amendment includes a six post lift system for lifting fire trucks and other large vehicles (\$45,000) to increase the efficiency of work done on these vehicles. This lift system would also enable more maintenance to take place internally. The add also replaces 3 fuel dispensers at \$9,000. each (\$27,000) that are no longer in operational condition.				
Funding for the Maintenance of Two Fleet Buildings	0.00	8,000	8,000	0
Program affected: Fleet Maintenance Administration This add is intended to allocate the maintenance costs related to the fleet buildings within the Fleet Fund. Fleet Management does not currently pay for preventative maintenance of these buildings. These funds are to be paid to Facilities Management from the Fleet Fund for preventive maintenance of the two Fleet buildings.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>80,000</b>	<b>80,000</b>	<b>0</b>
<b>Fleet Management Fund Total</b>	<b>0.00</b>	<b>80,000</b>	<b>80,000</b>	<b>0</b>

# General Management

BUDGET AMENDMENT REQUESTS				
Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>General Fund</u>				
<i>New Appropriation</i>				
Add 1.0 FTE - Sr. Internal Auditor Funded by Aurora Water	1.00	0	0	0
Program affected: Internal Audit The addition of 1.0 FTE Sr. Internal Auditor position will review controls and fiscal management processes in Aurora Water as the department enters into several large projects, including Prairie Waters. Internal Audit does not currently have the staff to perform these additional duties. The position will be funded by Aurora Water.				
Add 1.0 FTE Courier II	1.00	43,505	0	43,505
Program affected: Mail Room The add will reduce the amount of premium mailing services (FED EX, etc.) and private courier expenses for the City by adding 1.0 FTE Courier II, and taking advantage of lower-rate mailing options through the United States Postal Service. The City's mail room staff of 3 has not changed in 25 years and currently can not keep pace with unprecedented municipal growth and double the number of City employees being served. In addition, a growing number of City facilities remain underserved because of the staff shortage. This add is intended to improve services.				
Additional Funding for Aurora Water Buildings at Central Facilities	0.00	0	0	0
Program affected: Facilities Management These additional dollars will maintain the Aurora Water buildings at the city standard. This add is for maintenance and repair for the Aurora Water buildings located at Central Facilities: Central A has an additional 10,728 sq.ft. with \$14,979 of estimated maintenance costs, Central K (3,100 sq.ft.) was previously used by facilities and is now used by Aurora Water with \$7,585 of estimated maintenance costs, and the 2 year old Wastewater building has \$19,415 of estimated maintenance that was previously under warranty. These additional funds will be paid by Aurora Water.				
Federal Transportation Lobbying Contract	0.00	62,000	0	62,000
Program affected: Intergovernmental Relations This add will increase funding for the federal lobbying contract in order to obtain transportation funding for the expansion of I-225 and rebuilding interchanges for Fitzsimons.				

# General Management

BUDGET AMENDMENT REQUESTS				
Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>General Fund</u>				
<i>New Appropriation</i>				
Funding for Maintenance at New City Facilities	0.00	13,638	0	13,638
Program affected: Facilities Management This add is intended to maintain City buildings at a generally accepted City standard. There are three buildings that are being remodeled, expanded or are new sites and funding is needed to maintain them. The Senior Center is an additional 3,800 Sq Ft and Fire Station 10 will be an additional 550 Sq Ft. These dollars will be used for preventive maintenance, operating materials, security system maintenance and mechanical controls/heavy maintenance. Fire Station 15 is being built in a subdivision and will be a house w/expanded garage. While the major equipment will be under warranty, we will incur expenses for operating supplies and preventive maintenance.				
Move the Dutch Mill to Central Facilities	0.00	20,000	0	20,000
Program affected: Facilities Management This amendment provides appropriation for the movement of the Dutch Mill to Central Facilities for storage until a plan is developed and funding is available for a move to a permanent location.				
New Software for Campaign Finance Reporting	0.00	10,000	0	10,000
Program affected: City Clerk The City Clerk would like to make available to candidates and issue committees, a simple software package on the web for tracking donations and expenditures. The required reports could then be submitted electronically. The Secretary of State's office and some counties already provide this service.				
New System to be able to Submit Documents Electronically to the Counties.	0.00	10,000	0	10,000
Program affected: City Clerk The City Clerk's office records all quitclaim deeds, plats, subdivision, agreements, etc for all city departments with the appropriate county. Currently, the submission of these documents is either through the US Postal Service or courier. Arapahoe and Douglas County have been encouraging the City to start submitting the documents electronically. The requested cost for this item is a one time expense in addition to the money currently budgeted for recordings. Adams County is not yet ready for electronic submission.				

# General Management

BUDGET AMENDMENT REQUESTS				
Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>General Fund</u>				
<i>New Appropriation</i>				
One Time Increase in Fleet Replacement	0.00	2,090,000	0	2,090,000
Program affected: Fleet Replacement Program This add is intended to ensure that Aurora invests in capital and infrastructure in a manner that supports long-term provision of services in an efficient and effective manner. This request serves to increase General Fund fleet replacement by an additional \$2,090,000. This is a one-time amendment that will allow the City to replace 92 vehicles in 2007 with an average mileage of 120,500.				
Ongoing Increase in Funding for Vehicle Replacement starting in 2007	0.00	500,000	0	500,000
Program affected: Fleet Replacement This add is intended to ensure that Aurora invests in capital and infrastructure in a manner that supports long-term provision of services in an efficient and effective manner. Additional funding is needed for the replacement of vehicles for 2007. Due the decrease in funding over the last several years, City vehicles have not been replaced in a timely manner. Therefore, the City has experienced increased maintenance costs, more time out-of-service, and increased safety risks. Increased vehicle replacement will reduce both these risks as well as repair expense.				
Restore Internal Audit Training and Supplies	0.00	3,850	0	3,850
Program affected: Internal Audit This request is to provide working and incoming auditors with necessary office supplies and equipment, packaged software and the opportunity to attend trainings and conferences. Funding for these was reduced in past budget cycles.				
Temporary Energy Conservation Engineer	0.00	0	0	0
Program affected: Facilities Management This position is needed to review electric/gas bills for all City facilities to assure accuracy of billings and prepare energy profiles of all buildings to identify those that have energy consumption profiles that are out of tolerance. The total cost of the position, \$55,430, will be offset by utilities savings.				
<b>New Appropriation Total</b>	<b>2.00</b>	<b>2,752,993</b>	<b>0</b>	<b>2,752,993</b>
<b>General Fund Total</b>	<b>2.00</b>	<b>2,752,993</b>	<b>0</b>	<b>2,752,993</b>

# General Management

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>Print Shop Fund</u>				
<i>New Appropriation</i>				
Add 0.5 FTE Offset Printer	0.50	21,848	21,848	0
Program affected: Print Shop The amendment covers a 0.5 FTE Offset Printer to meet the growing printing, marketing, and technical demands of over 40 departments and over 2,800 full-time City employees. The Print Shop staff has been cut from three printers to 1.5 over the past three years, dramatically affecting our standard of service, and ability to meet deadlines. The result has been that more departments must outsource their printing needs at greater overall cost to the City, along with the loss of productivity, efficiency, etc.				
<b>New Appropriation Total</b>	<b>0.50</b>	<b>21,848</b>	<b>21,848</b>	<b>0</b>
<b>Print Shop Fund Total</b>	<b>0.50</b>	<b>21,848</b>	<b>21,848</b>	<b>0</b>
<b>Amendment Request Total</b>	<b>2.50</b>	<b>2,869,841</b>	<b>116,848</b>	<b>2,752,993</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Designated Revenues Fund	276,546	598,620	668,182	978,166
Development Review Fund	7,102	417,192	425,487	453,537
Fleet Management Fund	5,776,440	6,173,789	7,093,500	7,684,214
General Fund	12,133,765	11,580,653	13,040,035	15,995,625
Gifts & Grants Fund	11,548	22,208	45,000	45,000
Print Shop Fund	952,555	900,028	663,917	652,271
<b>Expenditures Total</b>	<b>\$19,157,956</b>	<b>\$19,692,490</b>	<b>\$21,936,121</b>	<b>\$25,808,813</b>

## STAFFING SUMMARY BY FUND

Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Designated Revenues Fund	0.00	3.00	5.00	5.00
Development Review Fund	0.00	5.00	5.00	5.00
Fleet Management Fund	40.00	40.00	38.34	38.34
General Fund	91.80	79.80	74.46	76.46
Print Shop Fund	5.00	4.00	2.50	3.00
<b>Staffing Total</b>	<b>136.80</b>	<b>131.80</b>	<b>125.30</b>	<b>127.80</b>

## PROGRAM SUMMARY

### Access Aurora

#### Brief Description

Citizen and visitor assistance and information

#### Primary Program Measures 2007 (Selected Funds)

**Volume (most recent data):**

92,976 Annual contacts

# General Management

## PROGRAM SUMMARY

### Access Aurora

(Est.) Cost/Unit:

\$1.6842 per annual contact

Net Cost:

\$156,587

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	3.80	3.80	2.80	2.80
<b>Expenditures Total</b>	<b>\$112,914</b>	<b>\$134,838</b>	<b>\$138,268</b>	<b>\$156,587</b>
General Fund	112,914	134,838	138,268	156,587

#### Program Description

Access Aurora provides citizen and visitors access to all levels of Aurora City government. It serves as a single point of contact for Aurora residents needing information or assistance from the City. Additional projects include production and maintenance of comprehensive resource information on the website; publication of Your Aurora Government and other brochures; and coordination of tours of the AMC for schools, civic groups, and visitors. Total annual contacts: phone calls answered, 43,848; visitors assisted, 36,000; website email responses, 2,706; citizen requests for service, 9,322 and assistance provided in Spanish, 1,100.

#### Council Goals/Objectives:Activities Supported

Goal: Enhance Aurora's identity and raise awareness of the City's many qualities.

Activity: Create a communications plan to guide the City's communications efforts and identify goals, messages, strategies and tactics.

### Administrative Services Group Management

#### Brief Description

Provide leadership and coordination of activities performed by the administrative services departments of the City

#### Primary Program Measures 2007 (Selected Funds)

**Volume (most recent data):**

217 FTE managed

(Est.) Cost/Unit:

\$853 per FTE managed

Net Cost:

\$185,013

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	2.00	2.00	2.00	2.00
<b>Expenditures Total</b>	<b>\$199,685</b>	<b>\$239,361</b>	<b>\$152,097</b>	<b>\$185,013</b>
General Fund	199,685	239,361	152,097	185,013

#### Program Description

Provide leadership and coordination of activities performed by the administrative services departments of the City - Finance, Internal Services, Information Technology, and Human Resources - as well as the Office of Budget and Financial Planning and the Service Aurora program, which focuses on promoting quality customer service, employee activities and events, recognition, and training. Ensure that these functions operate efficiently and effectively, promote a high quality of customer service, are fiscally responsible, and adhere to City policies and the laws of the City, state, and federal government.

# General Management

## PROGRAM SUMMARY

### Administrative Services Group Management

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Prepare a review of the structure of City revenues.

Activity: Achieve a 2006 budget process that identifies lower-priority services that can be reduced or eliminated to ensure a balanced budget.

### Aurora Community Television

#### Brief Description

Provides quality local coverage about Aurora

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

85,000 Households served

##### **(Est.) Cost/Unit:**

\$0.1334 per household served

##### **Net Cost:**

\$11,341

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	7.00	5.00	5.00	5.00
<b>Expenditures Total</b>	<b>\$664,250</b>	<b>\$733,158</b>	<b>\$608,014</b>	<b>\$982,907</b>
Designated Revenues Fund	163,998	507,554	559,400	926,566
General Fund	488,704	203,396	3,614	11,341
Gifts & Grants Fund	11,548	22,208	45,000	45,000

#### Program Description

Aurora 8 provides quality local coverage of Aurora community and governmental activities, as well as other educational programs of interest to residents and businesses. Produce internal and external informational and promotional tapes for City departments. Monitor and regulate cable television franchising and related telecommunications services in the City of Aurora. One-time expenditures cause a significant amount of variability in the expenditures from year-to-year.

#### Council Goals/Objectives:Activities Supported

Goal: Enhance Aurora's identity and raise awareness of the City's many qualities.

Activity: Enhance media relationships and focus on receiving more earned media coverage.

### City Clerk

#### Brief Description

Manages City Code, City Charter, and City Council agendas and minutes

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

607 Agendas created and documents recorded

##### **(Est.) Cost/Unit:**

\$591 Per item created/recorded

##### **Net Cost:**

\$358,884

# General Management

## PROGRAM SUMMARY

### City Clerk

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	4.00	4.00	4.00	4.00
<b>Expenditures Total</b>	<b>\$316,278</b>	<b>\$334,505</b>	<b>\$337,311</b>	<b>\$373,884</b>
Development Review Fund	0	0	0	15,000
General Fund	316,278	334,505	337,311	358,884

#### Program Description

The City Clerk's Office manages City Code, City Charter, and City Council agendas, and minutes, as well as all ordinances and resolutions. In 2004, responsibility for the coordination of Boards and Commissions was transferred to the City Clerk's Office. Beginning with FY 2006, responsibility for each Board or Commission budget was moved to the responsible department.

#### Council Goals/Objectives:Activities Supported

Goal: Serve as leaders to shape policy that benefits the Aurora community.

Activity: Position City Council and staff as credible experts with Aurora's state and federal delegation.

### Communications

#### Brief Description

Performs professional public and media relations

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

462,500,000 total city expenditures

##### **(Est.) Cost/Unit:**

\$0.0012 per dollar of City expenditures

##### **Net Cost:**

\$556,494

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	6.00	5.00	6.00	6.00
<b>Expenditures Total</b>	<b>\$395,106</b>	<b>\$454,854</b>	<b>\$547,766</b>	<b>\$556,494</b>
General Fund	395,106	454,854	547,766	556,494

#### Program Description

Communicates activities of the City to Aurora and metro area residents via the news media and city-produced publications; provides residents with information on city services; oversees operations of Access Aurora, Television Services, and Art Media; and presents a positive image of the city through these efforts. Provides public relations support to all departments, city council, the city manager's office, the city attorney's office and the courts as needed. The entire Communications budget is one-tenth of one cent for every dollar of city expenditures. If outsourced, the average cost for public and media relations is between \$80 and \$150 per hour plus cost of publications. More than 10,000 staff hours are spent on public and media relations every year.

# General Management

## PROGRAM SUMMARY

### Communications

#### Council Goals/Objectives:Activities Supported

Goal: Enhance Aurora's identity and raise awareness of the City's many qualities.

Activity: Create a communications plan to guide the City's communications efforts and identify goals, messages, strategies and tactics.

Activity: Enhance media relationships and focus on receiving more earned media coverage.

Activity: Maximize use of the city Web site to promote the City and community. Monitor and update the site to ensure it is user-friendly and offers needed services. Work to increase residents, businesses, and visitors use of the site.

### Community Services Group Management

#### Brief Description

Program provides leadership and direction for activities performed by the Community Services Group departments

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

1,368 FTE managed

##### **(Est.) Cost/Unit:**

\$191 per FTE managed

##### **Net Cost:**

\$260,996

#### Summary of Appropriations

	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Projection</b>	<b>2007 Adopted</b>
Regular - FTE	2.00	2.00	2.00	2.00
<b>Expenditures Total</b>	<b>\$207,799</b>	<b>\$246,225</b>	<b>\$257,212</b>	<b>\$260,996</b>
General Fund	207,799	246,225	257,212	260,996

#### Program Description

Provide leadership and direction for activities performed by the Community Services Group departments: Police, Fire, Library, Recreation and Cultural Services, and Neighborhood Services. Continue to focus service delivery on primary community/neighborhood needs and issues such as public safety, healthy neighborhoods, and quality of life. Ensure that these departments are fiscally responsible, provide quality customer service, and meet the needs of the community.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue to promote libraries, recreation and cultural facilities and programs as "safe havens" and positive, healthy alternatives for all youth.

Activity: Emergency medical and rescue services.

Activity: Disaster management planning for the City.

Activity: Seek national accreditation for Public Safety.

Activity: Require accountability and reporting by those persons convicted of crimes to be held accountable and to compensate.

Goal: Support effective efforts to integrate/orient an increasingly diverse community.

Activity: Continue to make available multicultural informational and educational resources through museums, art, libraries, recreation programs and facilities.

# General Management

## PROGRAM SUMMARY

### Elections

#### Brief Description

Conduct and coordinate all elections

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

1 election

##### **(Est.) Cost/Unit:**

\$31,103 per election

##### **Net Cost:**

\$31,103

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$26,342</b>	<b>\$134,491</b>	<b>\$39,803</b>	<b>\$31,103</b>
General Fund	26,342	134,491	39,803	31,103

#### Program Description

Municipal elections are held in odd numbered years for council candidates. Questions and issues may also be on the ballot. General elections are held in even numbered years, with questions, issues and other state or federal issues on the ballot. The actual cost of the election doesn't include the cost charged by the counties for election coordination, which is funded by the City through the supplemental budget. Special elections are coordinated for special issues as needed.

#### Council Goals/Objectives:Activities Supported

Goal: Serve as leaders to shape policy that benefits the Aurora community.

Activity: Position City Council and staff as credible experts with Aurora's state and federal delegation.

Activity: Maintain contact with elected officials throughout the year.

### Facilities Management

#### Brief Description

Provides building maintenance, manages utilities, custodial, construction management, and security support for 120 City buildings

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

1,800,000 Total building square footage

##### **(Est.) Cost/Unit:**

\$3.7418 per square foot of building space

##### **Net Cost:**

\$6,735,244

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	33.33	33.33	33.33	33.33
<b>Expenditures Total</b>	<b>\$6,115,489</b>	<b>\$6,340,158</b>	<b>\$6,673,965</b>	<b>\$6,735,244</b>
General Fund	6,115,489	6,340,158	6,673,965	6,735,244

#### Program Description

This function manages HVAC, electrical, plumbing, construction services, preventative maintenance, utilities, security services and equipment, custodial services, trash removal, painting, emergency maintenance and repairs and building maintenance and repairs for all City buildings. In addition to personnel, parts, and services, costs include building utilities (heat, lights, air conditioning, and water) and custodial.

# General Management

## PROGRAM SUMMARY

### Facilities Management

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Achieve a 2006 budget process that identifies lower-priority services that can be reduced or eliminated to ensure a balanced budget.

### Fleet Maintenance Administration

#### Brief Description

Administers and manages fleet operations for the City's fleet.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

2,270 vehicles maintained

##### **(Est.) Cost/Unit:**

\$1,225 per vehicle maintained

##### **Net Cost:**

\$2,781,304

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	6.00	6.00	5.34	5.34
<b>Expenditures Total</b>	<b>\$1,837,805</b>	<b>\$2,238,030</b>	<b>\$2,700,286</b>	<b>\$3,147,304</b>
Fleet Management Fund	1,837,805	2,238,030	2,700,286	3,147,304

#### Program Description

Administers and manages the replacement and disposal of vehicles; fueling; directs all financial controls; and provides oversight for the entire fleet operations for the 2,270 vehicles maintained in the City's fleet.

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Achieve a 2006 budget process that identifies lower-priority services that can be reduced or eliminated to ensure a balanced budget.

### Fleet Replacement

#### Brief Description

Coordinates the selection, specifications, procurement, and disposition of the City fleet

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

118 Number of vehicles replaced or leased

##### **(Est.) Cost/Unit:**

\$47,657 per vehicle replaced or leased

##### **Net Cost:**

\$5,623,539

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$1,644,220</b>	<b>\$1,615,620</b>	<b>\$3,073,539</b>	<b>\$5,663,539</b>
General Fund	1,644,220	1,615,620	3,073,539	5,663,539

# General Management

## PROGRAM SUMMARY

### Fleet Replacement

#### Program Description

This function provides for the purchase and lease costs associated with the replacement of City vehicles and equipment for general funded and enterprise departments. The budgeted cost for this program includes replacement costs and lease payments for several high-cost vehicles such as fire trucks, dump trucks, and street sweepers. We currently have 2,270 vehicles and non-powered pieces of equipment in our fleet. Because of the complexity of a large City fleet, we have significant vehicle needs and specifications. The personnel costs associated with our Fleet Replacement program are borne by the Fleet Management Fund.

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Achieve a 2006 budget process that identifies lower-priority services that can be reduced or eliminated to ensure a balanced budget.

### Intergovernmental Relations

#### Brief Description

Manages federal, state and local government affairs

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

2,080 Yearly hours of City representation

##### **(Est.) Cost/Unit:**

\$151 Per hour of City representation

##### **Net Cost:**

\$314,338

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	1.00	1.00	1.00	1.00
<b>Expenditures Total</b>	<b>\$253,503</b>	<b>\$207,491</b>	<b>\$249,443</b>	<b>\$314,338</b>
General Fund	253,503	207,491	249,443	314,338

#### Program Description

Manages federal lobbying contract to ensure Aurora's interests are represented in Washington, D.C. and to secure federal funding for the city. Manages state lobbying contract and analyzes state legislation to determine effects on the city. Lobbies for or against proposals to serve and protect the city's interests. Fosters and maintains relationships with local governments and affiliated groups. In this capacity, one FTE is supporting 14 departments, city council, the city manager's office, the city attorney's office and the courts. The intergovernmental budget is 5/10,000 of the city's total budget.

#### Council Goals/Objectives:Activities Supported

Goal: Serve as leaders to shape policy that benefits the Aurora community.

Activity: Develop and disseminate annual legislative priorities.

Activity: Initiate, track, take positions and lobby legislation that impacts Aurora.

Activity: Position City Council and staff as credible experts with Aurora's state and federal delegation.

Activity: Maintain contact with elected officials throughout the year.

# General Management

## PROGRAM SUMMARY

### Internal Audit

#### Brief Description

Examination of the adequacy and effectiveness of the City's internal control system

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

3,680 Audit Hours

##### **(Est.) Cost/Unit:**

\$49.99 per audit hour

##### **Net Cost:**

\$183,974

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	3.00	2.00	2.00	3.00
<b>Expenditures Total</b>	<b>\$223,702</b>	<b>\$167,853</b>	<b>\$173,197</b>	<b>\$183,974</b>
General Fund	223,702	167,853	173,197	183,974

#### Program Description

Internal Audit conducts Financial, Operational, Performance and Compliance audits, Investigations, Business Process Improvement (BPI) Sessions and Consulting Services for the City. Volume measures include all of these activities. This function ensures the city is in compliance with relevant policies and procedures, laws and regulations.

#### Council Goals/Objectives:Activities Supported

Goal: Serve as leaders to shape policy that benefits the Aurora community.

Activity: Watch for local government and state actions that may adversely impact the City.

### Internal Services Administration

#### Brief Description

Management of multiple Internal Service functions

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

N/A

##### **(Est.) Cost/Unit:**

N/A

##### **Net Cost:**

\$53,492

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	2.67	2.67	0.33	0.33
<b>Expenditures Total</b>	<b>\$188,540</b>	<b>\$197,500</b>	<b>\$33,060</b>	<b>\$53,492</b>
General Fund	188,540	197,500	33,060	53,492

#### Program Description

This function provides overall management, organization, and financial control for Facilities Management, Fleet Maintenance, Vehicle Replacement, Purchasing and Contracts, and Building Security. Significant time and effort is also dedicated toward cost saving initiatives that benefit all departments.

# General Management

## PROGRAM SUMMARY

### Internal Services Administration

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Achieve a 2006 budget process that identifies lower-priority services that can be reduced or eliminated to ensure a balanced budget.

### Mail Room

#### Brief Description

Provides centralized courier services to meet City department needs

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

1,327,200 Number of mail pieces handled annually

##### **(Est.) Cost/Unit:**

\$0.318 per mail piece handled

##### **Net Cost:**

\$422,107

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	3.00	3.00	3.00	4.00
<b>Expenditures Total</b>	<b>\$310,817</b>	<b>\$352,568</b>	<b>\$350,987</b>	<b>\$424,107</b>
General Fund	85,119	352,568	350,987	424,107
Print Shop Fund	225,698	0	0	0

#### Program Description

This function delivers incoming USPS mail, as well as frequent shipments, interoffice correspondence, and completed printing orders. The Mail Room also provides centralized courier services to meet City department needs. This program delivered and picked up mail daily at 97 locations in 2005. The program handles an average of 5,530 pieces of mail daily.

#### Council Goals/Objectives:Activities Supported

Goal: All

Activity: All

### Municipal Records

#### Brief Description

Provide a central inventory and storage system for all public records

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

62,381 Items processed (records requests, document imaging/scanning)

##### **(Est.) Cost/Unit:**

\$3.7222 per item processed

##### **Net Cost:**

\$232,193

# General Management

## PROGRAM SUMMARY

### Municipal Records

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	4.00	4.00	4.00	4.00
<b>Expenditures Total</b>	<b>\$199,097</b>	<b>\$209,384</b>	<b>\$212,741</b>	<b>\$234,693</b>
General Fund	199,097	209,384	212,741	234,693

#### Program Description

Provides a central records management system and storage for all City public records (excluding police and court records) as defined by State statute and COA policy. Provides consultation to departments on the maintenance of retention schedules, digitizes/scans and maintains accurate accounting of all building permits, and coordinates open records requests. The volume measure is the sum of all records requests, document imaging/scanning and departmental consulting training.

#### Council Goals/Objectives:Activities Supported

Goal: Serve as leaders to shape policy that benefits the Aurora community.

Activity: Position City Council and staff as credible experts with Aurora's state and federal delegation.

### Office of Development Assistance

#### Brief Description

Explains the development review process

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

170 pre-application meetings

##### **(Est.) Cost/Unit:**

\$2,580 per pre-application meeting

##### **Net Cost:**

\$438,537

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	5.00	5.00	5.00	5.00
<b>Expenditures Total</b>	<b>\$479,529</b>	<b>\$435,392</b>	<b>\$477,087</b>	<b>\$490,137</b>
Designated Revenues Fund	79,000	18,200	51,600	51,600
Development Review Fund	7,102	417,192	425,487	438,537
General Fund	393,427	0	0	0

#### Program Description

The Office of Development Assistance (ODA) exists to assist in explaining the development review process. Its staff facilitates solutions to problems that may arise during the review and construction of projects.

#### Council Goals/Objectives:Activities Supported

Goal: Economic Vitality - Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Initiate a regional activity or project, such as a hotel and conference center, regional event facility, or a regional visitor/tourist attraction.

# General Management

## PROGRAM SUMMARY

### Office of the City Manager

#### Brief Description

Provide direction and oversight of all City operations

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

2,853 FTE Overseen

##### **(Est.) Cost/Unit:**

\$116 per FTE

##### **Net Cost:**

\$332,320

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	2.00	2.00	2.00	2.00
<b>Expenditures Total</b>	<b>\$321,716</b>	<b>\$316,628</b>	<b>\$339,256</b>	<b>\$332,320</b>
General Fund	321,716	316,628	339,256	332,320

#### Program Description

In accordance with the policy guidelines of the Mayor and City Council, this program: provides direction and oversight of all City operations, ensures achievement of City Council's stated goals, plans major development projects, prepares the City's budget and multi-year capital improvements program, enforces all ordinances and regulations, helps promote economic development, enhances intergovernmental relations, maintains the City's sound financial condition, appoints all employees and manages the personnel and benefits system, provides for construction and maintenance of the City's infrastructure and public facilities, and implements all City policies.

#### Council Goals/Objectives:Activities Supported

Goal: All

Activity: All

### Operating Transfers & Other Payments

#### Brief Description

This is the general operating transfers and administrative program for the department.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

N/A

##### **(Est.) Cost/Unit:**

N/A

##### **Net Cost:**

\$0

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$249,554</b>	<b>\$189,337</b>	<b>\$75,000</b>	<b>\$75,000</b>
Fleet Management Fund	250,000	0	75,000	75,000
Print Shop Fund	-446	189,337	0	0

#### Program Description

This program crosses departments and represents interfund operating transfers.

# General Management

## PROGRAM SUMMARY

### Operating Transfers & Other Payments

Council Goals/Objectives:Activities Supported

Goal: N/A

Activity: N/A

### Operations Group Management

**Brief Description**

Provide leadership and directions for activities performed by the operating and planning departments of the City

**Primary Program Measures 2007 (Selected Funds)**

**Volume (most recent data):**

866 FTE managed

**(Est.) Cost/Unit:**

\$287 per FTE managed

**Net Cost:**

\$248,300

**Summary of Appropriations**

	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Projection</b>	<b>2007 Adopted</b>
Regular - FTE	3.00	3.00	2.00	2.00
<b>Expenditures Total</b>	<b>\$249,343</b>	<b>\$242,815</b>	<b>\$245,602</b>	<b>\$248,300</b>
General Fund	249,343	242,815	245,602	248,300

Program Description

Provide leadership, coordination, and facilitation of collaboration among the operating and planning departments of the City - Parks & Open Space, Public Works, Aurora Water, and Planning. Ensure that these departments provide a high level of customer service, promote fiscal responsibility, and adhere to City policies and the laws of the City, state, and federal government. Serve as a clearinghouse of information and coordinator of services/support provided to the Fitzsimons Redevelopment Authority.

Council Goals/Objectives:Activities Supported

Goal: Develop an effective transportation system for moving people and goods.

Activity: Construct and open Fitzsimons Parkway.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Complete and begin implementation of the Services and Facilities Master Plan.

Goal: Provide an excellent water management and utility system.

Activity: Finalize final design and construction contract documents for elements of the Prairie Waters Project and request City Council commitments to initial equipment purchase and construction contract awards related to the Water Purification Plant and Natural Filtration Systems.

### Policy and Research (Assistant City Manager)

**Brief Description**

Provides leadership/direction for general management functions

**Primary Program Measures 2007 (Selected Funds)**

**Volume (most recent data):**

N/A

**(Est.) Cost/Unit:**

N/A

**Net Cost:**

\$159,515

# General Management

## PROGRAM SUMMARY

### Policy and Research (Assistant City Manager)

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	2.00	1.00	1.00	1.00
<b>Expenditures Total</b>	<b>\$195,521</b>	<b>\$148,692</b>	<b>\$158,081</b>	<b>\$159,515</b>
General Fund	195,521	148,692	158,081	159,515

#### Program Description

Provide leadership and direction for activities performed by the City Clerk's office, Municipal Records, Elections, Boards and Commissions, Internal Audit, Print Shop, and Mail Center. Coordinate all City Council meetings and agenda process with Mayor and Council, provide assistance to the City Manager in the implementation of Council policy, and special project coordination as needed. Special projects include coordination of City Council Goals and Objectives, City Commitment Tracking Program monitoring and update, Council member orientation, temporary use permits, and Mid Managers' Forum.

#### Council Goals/Objectives:Activities Supported

Goal: Serve as leaders to shape policy that benefits the Aurora community.

Activity: Position City Council and staff as credible experts with Aurora's state and federal delegation.

Activity: Maintain contact with elected officials throughout the year.

### Print Shop

#### Brief Description

Provide centralized printing and copier services to meet City department needs

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

2,969 print requests processed

##### **(Est.) Cost/Unit:**

\$217 per print request processed

##### **Net Cost:**

\$643,371

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	3.00	4.00	2.50	3.00
<b>Expenditures Total</b>	<b>\$230,176</b>	<b>\$710,691</b>	<b>\$663,917</b>	<b>\$652,271</b>
Print Shop Fund	230,176	710,691	663,917	652,271

#### Program Description

Provide centralized printing and copier services to meet City department needs. In 2005, 2,969 print requests were completed on the program's high speed copier and two offset presses. The Print Shop program also printed the monthly billing statements for the Aurora Water in 2005. This program also managed 120 departmental copiers in 2005.

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Achieve a 2006 budget process that identifies lower-priority services that can be reduced or eliminated to ensure a balanced budget.

# General Management

## PROGRAM SUMMARY

### Purchasing Services

#### Brief Description

Solicits and executes procurement awards;  
enforces and terminates contracts

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

1,091 Purchase orders and change orders awarded

##### **(Est.) Cost/Unit:**

\$78.54 per purchase or change order

##### **Net Cost:**

\$85,685

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	8.00	9.00	9.00	9.00
<b>Expenditures Total</b>	<b>\$517,260</b>	<b>\$34,274</b>	<b>\$54,093</b>	<b>\$85,685</b>
General Fund	517,260	34,274	54,093	85,685

#### Program Description

This function initiates requests for commodities, services, and construction contracts as well as manages change orders, amendments, and resolutions when necessary. Manages contract administration and payment process for all City construction projects. Total 2007 purchasing function costs are estimated at \$618,572, of which \$85,685 belongs to the General Fund. The difference is paid for by the Capital Projects Fund and the Aurora Water Fund. Purchasing Services include 9.0 FTE, two of which are funded out of the General Fund, six are funded by Capital Projects, and 1 is funded by Aurora Water.

#### Council Goals/Objectives: Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Achieve a 2006 budget process that identifies lower-priority services that can be reduced or eliminated to ensure a balanced budget.

### Tourism Promotion

#### Brief Description

Promote Aurora as a visitor destination in  
order to increase lodging stays

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

N/A

##### **(Est.) Cost/Unit:**

N/A

##### **Net Cost:**

\$0

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$33,548</b>	<b>\$72,866</b>	<b>\$57,182</b>	<b>\$0</b>
Designated Revenues Fund	33,548	72,866	57,182	0

#### Program Description

Promotes Aurora as a visitor destination in order to increase lodging stays and showcase all the community has to offer. A portion of the lodgers tax collected by the City funds these efforts. [OBFP Note: The 2007 Proposed Budget amount is zero because the appropriation and expenditures for the program are transferred in from Visitors Promotion Advisory Board throughout the year.]

# General Management

## PROGRAM SUMMARY

### Tourism Promotion

#### Council Goals/Objectives:Activities Supported

Goal: Economic Vitality - Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Initiate a regional activity or project, such as a hotel and conference center, regional event facility, or a regional visitor/tourist attraction.

Activity: Identify ways in which to make the Visitor's Promotion Advisory Board (VPAB) even more successful in bringing outside activities to Aurora, including small conventions & conferences (especially those of a medical nature).

### Vehicle Maintenance

#### Brief Description

Provide cost-effective service, maintenance, and repair of all City vehicles

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

2,270 Vehicles

##### **(Est.) Cost/Unit:**

\$1,966 per vehicle for maintenance

##### **Net Cost:**

\$4,461,910

#### Summary of Appropriations

	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Projection</b>	<b>2007 Adopted</b>
Regular - FTE	34.00	34.00	33.00	33.00
<b>Expenditures Total</b>	<b>\$3,688,635</b>	<b>\$3,935,759</b>	<b>\$4,318,214</b>	<b>\$4,461,910</b>
Fleet Management Fund	3,688,635	3,935,759	4,318,214	4,461,910

#### Program Description

Provide professional cost-effective service, maintenance, and repair of all City vehicles and associated equipment. This program completed 2,605 work orders and 2,811 preventative maintenance inspections on the City's fleet in 2005.

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Achieve a 2006 budget process that identifies lower-priority services that can be reduced or eliminated to ensure a balanced budget.

# Human Resources

15151 E. Alameda Parkway • Aurora, CO 80012 • (303) 739-7225  
Kin Shuman, Human Resources Director • KSHUMAN@auroragov.org



## DESCRIPTION

The Human Resources Department provides overall management, organization, and control for the following functions: compensation and employment, employee benefits, risk management, occupational health, employee relations, training, and employee safety. The Compensation and Employment Division provides employment services, employee benefits, records, and compensation services. The Risk Management Division administers claims for losses suffered by citizens, workplace injuries to employees, and self-insured losses on City-owned property and vehicles. The Employee Relations Division investigates and resolves issues involving discrimination, harassment, and sexual harassment. The Service Aurora and Training Division promotes extraordinary customer service, and training programs and classes, as well as safety training and awareness.

## BUDGET SUMMARY

Description of Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	27.00	26.00	24.00	24.00
Personal Services	1,640,711	1,653,904	1,554,724	1,683,275
Supplies and Services	5,142,221	6,603,499	7,899,778	8,341,436
Interfund Charges	9,747	10,535	10,656	13,890
Transfers Out	0	1,000,000	0	0
<b>Expenditures Total</b>	<b>\$6,792,679</b>	<b>\$9,267,938</b>	<b>\$9,465,158</b>	<b>\$10,038,601</b>

## MAJOR VARIANCE EXPLANATION

In 2005, total expenditures for the Human Resources Department included a transfer of \$1.0 million from the Risk Fund to the General Fund to help balance the General Fund. The increase in supplies and services in 2005 is due to rising Risk Fund claim costs and an estimated actuarial adjustment. Personal services decreased in 2005 due to the elimination of a Learning Officer position.

In 2006, Personal Services will decrease due the elimination of two training positions. In addition, the Second Language Incentive Program was eliminated. These decreases will be partially offset by the filling of vacant positions in Risk Operations. The increase in supplies and services is primarily a result of various Risk Fund claims, including workers compensation, vehicle accident, and general claims, which are projected to increase in 2006. Also contributing to the increase in supplies and services is an anticipated \$500,000 increase in the Risk Fund actuarial adjustment and a \$295,000 increase in the projection for an anticipated supplemental to cover professional services costs associated with City employee background checks.

Personal services are expected to be moderately higher in 2007 as vacancies will be filled for the entire year. In addition, \$50,000 has been appropriated to restore the Second Language Bonus Program for certified employees to provide translation services to citizens and other employees. Supplies and services expenditures are planned to be \$441,700 higher than in 2006 primarily due to increased claims payments out of the Risk Fund. When the 2007 budget was originally created, \$104,000 was added for background checks based on the most conservative assumption related to the cost of more detailed checks. Actual spending for the background checks will be closer to \$45,000. However, this was determined after the adoption of the budget and, therefore, the figures in the budget remain unchanged. Additional information on 2007 budget amendments can be found in the following pages.

# Human Resources

BUDGET AMENDMENT REQUESTS				
Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<b>General Fund</b>				
<i>New Appropriation</i>				
Background Checks for All New Hire Employees	0.00	104,000	0	104,000
Program affected: Compensation and Employment This add is intended to meet Council's goal to ensure a safe community for people. This is an ongoing appropriation for the costs associated with expanded background checks for all new hire regular, temporary, and seasonal employees. This assumes an average of 20 hires per week at an average cost of \$100 for each background check.				
Restoration of the Second Language Bonus Program	0.00	50,000	0	50,000
Program affected: Compensation and Employment This program provides monetary incentive payments for certified employees who provide interpretation and translation services to citizens and other employees.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>154,000</b>	<b>0</b>	<b>154,000</b>
<b>General Fund Total</b>	<b>0.00</b>	<b>154,000</b>	<b>0</b>	<b>154,000</b>
<b>Amendment Request Total</b>	<b>0.00</b>	<b>154,000</b>	<b>0</b>	<b>154,000</b>

EXPENDITURE SUMMARY BY FUND				
Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Designated Revenues Fund	20,398	0	0	0
General Fund	1,376,146	1,322,769	1,496,399	1,423,836
Risk Management Fund	5,396,135	7,945,169	7,968,759	8,614,765
<b>Expenditures Total</b>	<b>\$6,792,679</b>	<b>\$9,267,938</b>	<b>\$9,465,158</b>	<b>\$10,038,601</b>

STAFFING SUMMARY BY FUND				
Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
General Fund	17.00	16.00	14.00	14.00
Risk Management Fund	10.00	10.00	10.00	10.00
<b>Staffing Total</b>	<b>27.00</b>	<b>26.00</b>	<b>24.00</b>	<b>24.00</b>

PROGRAM SUMMARY	
<b>Administration/Human Resources</b>	
<b><u>Brief Description</u></b>	<b><u>Primary Program Measures 2007 (Selected Funds)</u></b>
Central HR administration and special HR projects	<b>Volume (most recent data):</b> 9,465,150 dollars in total department budget

# Human Resources

## PROGRAM SUMMARY

### Administration/Human Resources

**(Est.) Cost/Unit:**

\$0.0233 Administrative cost per \$1.00 of Dept.  
budget

**Net Cost:**

\$220,145

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	2.00	2.00	2.00	2.00
<b>Expenditures Total</b>	<b>\$192,182</b>	<b>\$179,472</b>	<b>\$213,426</b>	<b>\$220,145</b>
General Fund	192,182	179,472	213,426	220,145

#### Program Description

This function consists of the activities of the Director of Human Resources (HR) and the HR Management Assistant. The Director of Human Resources provides overall management, direction, and financial control for the department to include compensation and employment, employee benefits and records, risk management, occupational health, employee relations, collective bargaining, training, and safety. Most management functions involve special projects and analyses. Other functions include support for the Career Service Commission, City Management, and the City Council. Included in this function are overall administration and budget for the City's employee assistance program, collective bargaining with Police and Fire associations, and employee recognition programs.

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Achieve a 2006 budget process that identifies lower-priority services that can be reduced or eliminated to ensure a balanced budget.

### Compensation and Employment

#### Brief Description

Recruitment, hiring, job classification and salary administration

#### Primary Program Measures 2007 (Selected Funds)

**Volume (most recent data):**

2,853 Number of regular authorized employees

**(Est.) Cost/Unit:**

\$339 per regular authorized employee

**Net Cost:**

\$966,739

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	10.00	10.00	10.00	10.00
<b>Expenditures Total</b>	<b>\$787,067</b>	<b>\$741,273</b>	<b>\$1,045,353</b>	<b>\$966,739</b>
General Fund	787,067	741,273	1,045,353	966,739

# Human Resources

## PROGRAM SUMMARY

### Compensation and Employment

#### Program Description

This function provides support to City departments in the planning and implementation of the recruitment, evaluation, selection, and orientation of new City employees to include career service employees, temporary employees, and civil service employees (orientation only). Performs salary administration for all City employees to include the negotiation of collective bargaining contracts with civil service employee associations. Also develops and maintains the City's pay plans; maintains and revises the City's personnel policies and procedures; performs job audits; and assists City departments with implementing appropriate and consistent work plans and personnel actions. Beginning in 2007, coordinates the restored Second Language Bonus Program which provides monetary incentive payments for certified employees who provide interpretation and translation services to citizens and other employees.

#### Council Goals/Objectives:Activities Supported

Goal: All

Activity: All

### Employee Relations

#### Brief Description

Employee discrimination and harassment investigations

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

13 investigations completed

##### **(Est.) Cost/Unit:**

\$6,643 per investigation

##### **Net Cost:**

\$86,364

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	1.00	1.00	1.00	1.00
<b>Expenditures Total</b>	<b>\$77,553</b>	<b>\$84,715</b>	<b>\$84,642</b>	<b>\$86,364</b>
General Fund	77,553	84,715	84,642	86,364

#### Program Description

This function is responsible for investigating employee claims of discrimination, harassment, and sexual harassment in the workplace. The incumbent receives complaints, conducts interviews, gathers data, produces a report of findings, and makes recommendations for remediation or discipline. Also responsible for conducting training classes related to discrimination, harassment, or sexual harassment; producing EEO statistical reports for state and federal agencies; responding to EEO requests from grantors; and serving as the coordinator in making recommendations and responding to inquiries related to the Americans With Disabilities Act.

#### Council Goals/Objectives:Activities Supported

Goal: Support effective efforts to integrate/orient an increasingly diverse community.

Activity: Celebrate/appreciate diversity through departmental program activities, events, and services aimed at a multicultural audience.

### Risk Operations/Loss Fund

#### Brief Description

Handle general liability and worker's compensation claims

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

809 claims processed

##### **(Est.) Cost/Unit:**

\$9,613 per claim processed

##### **Net Cost:**

\$7,777,283

# Human Resources

## PROGRAM SUMMARY

### Risk Operations/Loss Fund

<u>Summary of Appropriations</u>				
	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	8.00	8.00	8.00	8.00
<b>Expenditures Total</b>	<b>\$5,283,015</b>	<b>\$6,809,658</b>	<b>\$7,821,115</b>	<b>\$8,462,283</b>
Risk Management Fund	5,283,015	6,809,658	7,821,115	8,462,283

#### Program Description

Administers both general liability and workers' compensation claims internally. Provides pre-employment physicals and medical case management for workers' compensation cases through Occupational Health Services. Provides abatement, prevention, and functions to limit the quantity and cost of claims filed against the City.

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Achieve a 2005 actual bottom-line that shows a fund balance that is better than budgeted.

### Safety

#### Brief Description

Occupational safety training

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

2,853 regular authorized employees

##### **(Est.) Cost/Unit:**

\$53.45 per regular authorized employee

##### **Net Cost:**

\$152,482

<u>Summary of Appropriations</u>				
	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	2.00	2.00	2.00	2.00
<b>Expenditures Total</b>	<b>\$113,120</b>	<b>\$135,511</b>	<b>\$147,644</b>	<b>\$152,482</b>
Risk Management Fund	113,120	135,511	147,644	152,482

#### Program Description

Administers occupational safety training and related programs to maintain and promote a safe work environment and to reduce workers' compensation claims and losses.

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Achieve a 2005 actual bottom-line that shows a fund balance that is better than budgeted.

# Human Resources

## PROGRAM SUMMARY

### Service Aurora and Training

#### Brief Description

Promotes quality customer service through the development and implementation of training programs

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

1,809 class participants

##### **(Est.) Cost/Unit:**

\$83.24 per participant

##### **Net Cost:**

\$150,588

#### Summary of Appropriations

	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Projection</b>	<b>2007 Adopted</b>
Regular - FTE	4.00	3.00	1.00	1.00
<b>Expenditures Total</b>	<b>\$339,742</b>	<b>\$317,309</b>	<b>\$152,978</b>	<b>\$150,588</b>
Designated Revenues Fund	20,398	0	0	0
General Fund	319,344	317,309	152,978	150,588

#### Program Description

Promotes quality customer service through the development and implementation of programs including the Extraordinary Service Program, employee activities and events, and employee recognition programs and awards. Provides training, employee development and organizational consulting services to City departments.

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Achieve a 2005 actual bottom-line that shows a fund balance that is better than budgeted.

# Information Technology

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Mark Pray, Information Technology Director • MPRAY@auroragov.org



## DESCRIPTION

The Information Technology Department is responsible for maintaining, improving, and providing support for systems on a citywide basis. Systems include: network infrastructure; phone systems; radio systems; daily production systems, including payroll and financial systems; and the E-911 and computer aided dispatch systems. Information Technology also supports departments through new applications development, applications maintenance, PC repair and maintenance, and the implementation of new technology solutions.

## BUDGET SUMMARY

Description of Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	45.00	43.00	43.00	47.00
Personal Services	3,408,520	3,331,166	3,333,807	3,807,265
Supplies and Services	3,827,320	3,962,654	4,661,455	5,368,936
Interfund Charges	20,316	15,972	17,500	20,463
Capital Related	51,416	308,886	140,000	210,202
<b>Expenditures Total</b>	<b>\$7,307,572</b>	<b>\$7,618,678</b>	<b>\$8,152,762</b>	<b>\$9,406,866</b>

## MAJOR VARIANCE EXPLANATION

In 2005, total expenditures increased \$311,100 (4.3 percent). This increase emerged primarily as the result of one-time capital related expenditures in the E-911 Fund for service and maintenance on the 800 MHz Radio System. The reduction of FTE from 2004 to 2005 was due to the elimination of a Webmaster and an Administrative Technician position.

In 2006, the \$534,100 (7.0 percent) increase in the department budget is due primarily to repair and maintenance equipment purchases. The \$168,900 decrease in capital-related expenditures is due to the non-recurrence of 2005 one-time costs related to the 800 MHz Radio System.

In 2007, the \$473,500 (14.2 percent) increase in personal services expenditures is due primarily to full funding of vacant positions, as well as additional positions, as noted in the amendments list. The supplies and services budget for 2007 exceeds 2006 figures by \$707,500 primarily due to a \$500,000 amendment for technology related investments in the Designated Revenues Fund. Capital-related appropriations will increase \$70,200 in 2007 as expenditure savings in 2006 are not expected to recur. The list of budget amendments that follows describes other 2007 budget changes.

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>Designated Revenues Fund</u>				
<i>New Appropriation</i>				
Efficiency Investment Projects	0.00	500,000	0	500,000
Program affected: Public Safety.				

# Information Technology

BUDGET AMENDMENT REQUESTS				
Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>Designated Revenues Fund</u>				
<i>New Appropriation</i>				
This request pertains to the recently adopted Efficiency Investment program. \$425,000 of the appropriation will be spent on CopLink software, which facilitates information sharing among public safety entities, enabling them to solve crimes more efficiently. The software requires two servers to operate - one web and one database server. The additional \$75,000 is for potential costs associated with efficiency studies.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>500,000</b>	<b>0</b>	<b>500,000</b>
<b>Designated Revenues Fund Total</b>	<b>0.00</b>	<b>500,000</b>	<b>0</b>	<b>500,000</b>
<u>Enhanced E-911 Fund</u>				
<i>New Appropriation</i>				
Overtime for E911 Radio Personnel	0.00	10,000	0	10,000
Program affected: Public Safety. This request is required to maintain appropriate levels of service 24/7 for public safety radio system support at current staffing levels. The system has come out of warranty, leaving staff with more responsibility for equipment and maintenance. At the same time, the public safety radio system is expanding; overtime is therefore required to keep up with its growing demands.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>10,000</b>	<b>0</b>	<b>10,000</b>
<i>Budget Cut</i>				
Transfer of Maintenance Support for Fire Scheduling to the General Fund	0.00	-9,049	0	-9,049
Program affected: Public Safety This request is to transfer the maintenance costs of the Fire Staff Scheduling software from the E911 fund to the General Fund, in accordance with state statutes.				
<b>Budget Cut Total</b>	<b>0.00</b>	<b>-9,049</b>	<b>0</b>	<b>-9,049</b>
<b>Enhanced E-911 Fund Total</b>	<b>0.00</b>	<b>951</b>	<b>0</b>	<b>951</b>
<u>General Fund</u>				
<i>New Appropriation</i>				
Desktop Configuration Administrator	1.00	63,645	0	63,645
Program affected: Client Services. This request is the result of need to restore a level of customer service support to City technology users. The Desktop Configuration Administrator provides City-wide advanced support for the desktop environment, including: installation and management of automatic updates, software installation and maintenance, and ensuring protection against viruses. The Desktop Configuration Administrator will help support 6,821 users.				

# Information Technology

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<b>General Fund</b>				
<i>New Appropriation</i>				
Hardware/Software First Time Maintenance Contracts	0.00	174,580	0	174,580
Programs affected: Systems and Networking and Public Safety. This request provides first time maintenance support contracts for hardware and software that support multiple business units in the City. Specific applications include: Optical Carrier 12 systems and networking software, the Fire Record Management System, the Storage Area Network, software adjustments for the switch to Microsoft, and Veritas software. This request moves the maintenance support costs for fire records management from the E911 fund to the General Fund to assure compliance with state statutes on the use of the E911 Fund.				
Programmer Analyst II	1.00	82,083	0	82,083
Program affected: Software Applications. This request is for one FTE to support the increased demand on IT services from all user departments. As departments continue to improve efficiency through the use of technology, demand for IT services has also increased. In the past 3 years, even as demand for IT services increased, the department lost two positions that support enterprise applications and on-line services. The Programmer Analyst II will support city-wide users in program development and web applications, and help maintain current programs for departments and citizens.				
Technical Adjustment: Existing Senior Utility Billing System Analyst FTE Transferred from Aurora Water to Information Technology	1.00	0	0	0
Program affected: Systems and Networking. This technical correction moves an existing FTE that was counted in one department (Aurora Water), but managed by another department (Information Technology). Aurora Water will continue to fund the position, so it is a zero dollar FTE move.				
Technical Adjustment: Transfer of Business Systems Administrator from the Fire Department	1.00	75,929	0	75,929
Program Affected: Public Safety This is a technical adjustment for the transfer of the Business Systems Administrator position to the Information Technology Department from the Fire Department.				
<b>New Appropriation Total</b>	<b>4.00</b>	<b>396,237</b>	<b>0</b>	<b>396,237</b>
<b>General Fund Total</b>	<b>4.00</b>	<b>396,237</b>	<b>0</b>	<b>396,237</b>
<b>Amendment Request Total</b>	<b>4.00</b>	<b>897,188</b>	<b>0</b>	<b>897,188</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Designated Revenues Fund	0	5,040	13,000	513,000

# Information Technology

## EXPENDITURE SUMMARY BY FUND

Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Enhanced E-911 Fund	993,863	1,559,011	2,004,281	2,111,051
General Fund	6,313,709	6,054,627	6,135,481	6,782,815
<b>Expenditures Total</b>	<b>\$7,307,572</b>	<b>\$7,618,678</b>	<b>\$8,152,762</b>	<b>\$9,406,866</b>

## STAFFING SUMMARY BY FUND

Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Enhanced E-911 Fund	0.00	0.00	5.00	5.00
General Fund	45.00	43.00	38.00	42.00
<b>Staffing Total</b>	<b>45.00</b>	<b>43.00</b>	<b>43.00</b>	<b>47.00</b>

## PROGRAM SUMMARY

### Client Services

#### Brief Description

Provides City-wide PC and peripheral device procurement and support.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

6,821 Devices supported

##### **(Est.) Cost/Unit:**

\$148 per device supported

##### **Net Cost:**

\$1,007,669

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	8.00	8.00	6.00	7.00
<b>Expenditures Total</b>	<b>\$1,040,117</b>	<b>\$1,059,063</b>	<b>\$1,089,652</b>	<b>\$1,007,669</b>
General Fund	1,040,117	1,059,063	1,089,652	1,007,669

#### Program Description

The Client Services Division maintains, upgrades, and expands the City's desktop environment. Primary responsibilities include the procurement and management of PC systems and peripheral devices, as well as the resolution of client desktop issues. Other responsibilities include setting up of audio and visual equipment for special events at the Aurora Municipal Center.

#### Council Goals/Objectives: Activities Supported

Goal: Enhance Aurora's identity and raise awareness of the City's many qualities.

Activity: Maximize use of the city Web site to promote the City and community. Monitor and update the site to ensure it is user-friendly and offers needed services. Work to increase residents, businesses, and visitors use of the site.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Complete and begin implementation of the Services and Facilities Master Plan.

Goal: Serve as leaders to shape policy that benefits the Aurora community.

Activity: Participate in joint ventures with other governmental agencies to achieve efficiencies related to City services and programs.

# Information Technology

## PROGRAM SUMMARY

### Information Technology Administration

**Brief Description**

Provides City-wide strategic technology planning and administrative support for the department.

**Primary Program Measures 2007 (Selected Funds)**
**Volume (most recent data):**

2,799 Users supported

**(Est.) Cost/Unit:**

\$137 per user supported

**Net Cost:**

\$383,471

**Summary of Appropriations**

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	4.00	3.00	3.00	2.00
<b>Expenditures Total</b>	<b>\$1,353,643</b>	<b>\$1,001,449</b>	<b>\$316,634</b>	<b>\$383,471</b>
Designated Revenues Fund	0	5,040	13,000	13,000
General Fund	1,353,643	996,409	303,634	370,471

**Program Description**

Information Technology Administration provides strategic technology planning and evaluation to ensure best practices and efficiencies are utilized throughout the city. Implements technological changes when practical. Supports city-wide technology purchase and payment processing and provides administrative support for all IT personnel for payroll processing, training, travel and human resources issues. Insures the IT Department Disaster Recovery Plan is up-to-date and tested as required.

**Council Goals/Objectives:Activities Supported**

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Support attraction of business and development to Aurora that will improve the budget bottom-line, and generate more revenue than expenses.

Goal: Ensure a safe community for people.

Activity: Disaster management planning for the City.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Complete and begin implementation of the Services and Facilities Master Plan.

Goal: Serve as leaders to shape policy that benefits the Aurora community.

Activity: Participate in joint ventures with other governmental agencies to achieve efficiencies related to City services and programs.

### Public Safety

**Brief Description**

Provides systems maintenance and support for all Public Safety systems.

**Primary Program Measures 2007 (Selected Funds)**
**Volume (most recent data):**

4,842 Devices supported

**(Est.) Cost/Unit:**

\$642 per device supported

**Net Cost:**

\$3,110,908

# Information Technology

## PROGRAM SUMMARY

### Public Safety

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	11.00	11.00	13.00	14.00
<b>Expenditures Total</b>	<b>\$2,068,202</b>	<b>\$2,619,823</b>	<b>\$2,855,536</b>	<b>\$3,110,908</b>
Enhanced E-911 Fund	993,863	1,559,011	2,004,281	2,111,051
General Fund	1,074,339	1,060,812	851,255	999,857

#### Program Description

The Public Safety Division provides maintenance and support for all Police and Fire systems, which include all systems for call taking, dispatching, mission accomplishment, and records keeping. Coordinates with public safety staff and vendors of systems and hardware for the ongoing maintenance and upgrade of public safety systems.

#### Council Goals/Objectives: Activities Supported

Goal: Enhance Aurora's identity and raise awareness of the City's many qualities.

Activity: Maximize use of the city Web site to promote the City and community. Monitor and update the site to ensure it is user-friendly and offers needed services. Work to increase residents, businesses, and visitors use of the site.

Goal: Ensure a safe community for people.

Activity: 2/1000 Police Officer Initiative.

Activity: Disaster management planning for the City.

Goal: Serve as leaders to shape policy that benefits the Aurora community.

Activity: Monitor potential new regulatory requirements.

### Software Applications

#### Brief Description

Provides development, maintenance and support of City-wide multi-user applications.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

91,200 Employees/citizen (internet) users supported

##### **(Est.) Cost/Unit:**

\$15.3 per internet user supported

##### **Net Cost:**

\$1,395,662

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	11.00	10.00	10.00	11.00
<b>Expenditures Total</b>	<b>\$1,363,907</b>	<b>\$1,269,086</b>	<b>\$1,234,196</b>	<b>\$1,395,662</b>
General Fund	1,363,907	1,269,086	1,234,196	1,395,662

#### Program Description

The Software Application Division acquires, develops, maintains, and supports all multi-user software applications used in the City's day to day business processes. Ensures users can employ applications to retrieve, display, control and store essential City information. Maintains the City's website.

# Information Technology

## PROGRAM SUMMARY

### Software Applications

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Support attraction of business and development to Aurora that will improve the budget bottom-line, and generate more revenue than expenses.

Goal: Enhance Aurora's identity and raise awareness of the City's many qualities.

Activity: Maximize use of the city Web site to promote the City and community. Monitor and update the site to ensure it is user-friendly and offers needed services. Work to increase residents, businesses, and visitors use of the site.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Explore the possibility of developing systems to file development applications electronically and to distribute referrals electronically.

Goal: Serve as leaders to shape policy that benefits the Aurora community.

Activity: Participate in joint ventures with other governmental agencies to achieve efficiencies related to City services and programs.

Goal: Support effective efforts to integrate/orient an increasingly diverse community.

Activity: Continue to use online services as an opportunity to expand outreach efforts with the diverse community.

### Systems and Networking

#### Brief Description

Provides City-wide voice and data network design, maintenance and support.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

19,056 Devices supported

##### **(Est.) Cost/Unit:**

\$158 per device supported

##### **Net Cost:**

\$3,009,156

#### Summary of Appropriations

	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Projection</b>	<b>2007 Adopted</b>
Regular - FTE	11.00	11.00	11.00	13.00
<b>Expenditures Total</b>	<b>\$1,481,703</b>	<b>\$1,669,257</b>	<b>\$2,656,744</b>	<b>\$3,009,156</b>
General Fund	1,481,703	1,669,257	2,656,744	3,009,156

#### Program Description

The Systems and Networking Division designs, maintains and supports the data, hardware, and software of the City's voice and data networks throughout all City facilities. Ensures the network is operational for the required internal and external exchange of data. Plans and executes replacement programs to insure systems and networks are current with technology requirements and available to users.

#### Council Goals/Objectives:Activities Supported

Goal: Enhance Aurora's identity and raise awareness of the City's many qualities.

Activity: Maximize use of the city Web site to promote the City and community. Monitor and update the site to ensure it is user-friendly and offers needed services. Work to increase residents, businesses, and visitors use of the site.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Complete and begin implementation of the Services and Facilities Master Plan.

# Information Technology

## PROGRAM SUMMARY

### Technology Efficiency Improvement Initiative

#### Brief Description

Increases efficiency through technology innovation

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

N/A

##### **(Est.) Cost/Unit:**

N/A

##### **Net Cost:**

\$0

#### Summary of Appropriations

	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Projection</b>	<b>2007 Adopted</b>
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500,000</b>
Designated Revenues Fund	0	0	0	500,000

#### Program Description

This program relates to the adopted Efficiency Investment Program. The budgeted cost includes expenditures associated with CopLink software as well as prospective efficiency studies. CopLink facilitates information sharing among public safety entities, enabling them to solve crimes more efficiently.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

Goal: Serve as leaders to shape policy that benefits the Aurora community.

Activity: Participate in joint ventures with other governmental agencies to achieve efficiencies related to City services and programs.

# Judicial

14999 E. Alameda Parkway • Aurora, CO 80012 • (303) 739-6535  
 Richard Weinberg, Presiding Judge • RWEINBER@auroragov.org



## DESCRIPTION

The primary objective of the Judicial Department is to administer justice in a fair and impartial manner. The functions of the Judicial Department are performed by Judges, Courtroom Assistants and Court Reporters. The Courtroom Assistants maintain courtroom decorum and serve as the contact person for all participants in court proceedings. The Court Reporters serve as the official record-maker for the Municipal Court. Judicial also has a Teen Court program to divert some first-time juvenile offenders into a program which emphasizes education and allows these offenders the opportunity to correct their mistakes without a criminal record.

## BUDGET SUMMARY

Description of Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	24.00	24.00	24.00	24.00
Personal Services	1,691,645	1,700,694	1,824,486	2,094,462
Supplies and Services	141,866	93,763	123,766	87,924
Interfund Charges	4,250	4,395	4,600	5,372
<b>Expenditures Total</b>	<b>\$1,837,761</b>	<b>\$1,798,852</b>	<b>\$1,952,852</b>	<b>\$2,187,758</b>

## MAJOR VARIANCE EXPLANATION

The \$38,900 (2.1 percent) expenditure decrease in 2005 results primarily from a \$48,100 (33.9 percent) drop in the supplies and services budget. This decrease is offset slightly by a \$9,000 increase in personal services. The drop in supplies and services is a consequence of a one-time purchase of software and equipment upgrades in 2004 that did not reoccur in 2005.

The 2006 budget represents a \$154,000 (8.6 percent) increase over 2005 figures. The driving factor behind the budget growth is a \$123,800 (7.3 percent) increase in personal services. This occurs because vacancy savings are not expected to continue through 2006. The supplies and services budget increased by \$30,000 (32.0 percent), due to replacement of aging audio and video equipment and software.

2007 total expenditures are anticipated to increase \$234,900 (12.0 percent). The largest portion of this is attributed to a \$270,000 (14.8 percent) increase in personal services. The increase is tied to an amendment that requests the restoration of vacancy savings in order to consistently staff courtrooms and ensure completion of all dockets. This addition is partially offset by a \$35,800 (29.0 percent) decrease in the supplies and services budget for 2007.

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>General Fund</u>				
<i>New Appropriation</i>				
Restore Vacancy Savings	0.00	176,983	0	176,983
Programs affected: Bailiffs, Court Reporting, and Judicial				
The Court system must provide effective and efficient adjudication				

# Judicial

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>General Fund</u>				
<i>New Appropriation</i>				
of cases brought before our courts. This amendment would provide the funding to ensure the Judicial system will have fully staffed courts when in session. Courtrooms must be staffed sufficiently to provide customer service and ensure completion of all dockets, daily. Any savings generated by vacancies is presently used to fund relief judges and temporary courtroom staff.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>176,983</b>	<b>0</b>	<b>176,983</b>
<b>General Fund Total</b>	<b>0.00</b>	<b>176,983</b>	<b>0</b>	<b>176,983</b>
<b>Amendment Request Total</b>	<b>0.00</b>	<b>176,983</b>	<b>0</b>	<b>176,983</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Designated Revenues Fund	110,667	99,371	114,220	124,150
General Fund	1,716,367	1,691,036	1,831,632	2,049,608
Gifts & Grants Fund	10,727	8,445	7,000	14,000
<b>Expenditures Total</b>	<b>\$1,837,761</b>	<b>\$1,798,852</b>	<b>\$1,952,852</b>	<b>\$2,187,758</b>

## STAFFING SUMMARY BY FUND

Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Designated Revenues Fund	2.00	2.00	2.00	2.00
General Fund	22.00	22.00	22.00	22.00
<b>Staffing Total</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>

## PROGRAM SUMMARY

### Bailiffs

#### Brief Description

Courtroom Assistants [a/k/a Bailiffs] are responsible for the organization of people and files for each court session.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

66,503 Court Filings (2005)

##### **(Est.) Cost/Unit:**

\$5.616 per court filing

##### **Net Cost:**

\$373,478

# Judicial

## PROGRAM SUMMARY

### Bailiffs

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	6.00	6.00	7.50	7.50
<b>Expenditures Total</b>	<b>\$228,269</b>	<b>\$244,728</b>	<b>\$306,630</b>	<b>\$373,478</b>
General Fund	228,269	244,728	306,630	373,478

#### Program Description

Maintain courtroom decorum and serve as contact person for jurors, defendants, attorneys and witnesses appearing in Municipal Court. Maintain paper flow to and from the courtroom, and from other areas of the courthouse. During 2005, over 66,000 summons were filed, for which a greater number of respondents were seen, as this number does not include undocketed matters such as walk-ins or transports.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Create programs as sentencing options that help educate individuals from different cultures about the country's laws and consequences of criminal activity.

Activity: Establish procedures that enable crime victims to participate in the criminal process.

Activity: Continue Judge and staff educational programs to ensure the highest standards of performance and ethical responsibility.

Activity: Require accountability and reporting by those persons convicted of crimes to be held accountable and to compensate.

### Court Reporting

#### Brief Description

Court Reporters make an official court record for all court proceedings.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

66,503 Court Filings (2005)

##### **(Est.) Cost/Unit:**

\$5.066 per court filing

##### **Net Cost:**

\$336,903

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	7.50	7.50	5.00	5.00
<b>Expenditures Total</b>	<b>\$389,329</b>	<b>\$381,863</b>	<b>\$310,430</b>	<b>\$336,903</b>
General Fund	389,329	381,863	310,430	336,903

#### Program Description

Serve as the official record maker for the Municipal Court as required by the state of Colorado for courts of record, and produce transcripts as requested. During 2005, 139 jury trials were tried, and over 66,000 summons were filed, for which a greater number of respondents were seen, as this number does not include undocketed matters such as walk-ins or transports.

# Judicial

## PROGRAM SUMMARY

### Court Reporting

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Create programs as sentencing options that help educate individuals from different cultures about the country's laws and consequences of criminal activity.

Activity: Establish procedures that enable crime victims to participate in the criminal process.

Activity: Continue Judge and staff educational programs to ensure the highest standards of performance and ethical responsibility.

Activity: Require accountability and reporting by those persons convicted of crimes to be held accountable and to compensate.

### Judicial

#### Brief Description

Judges ensure the continued fair and impartial administration of justice, and preside over all court proceedings.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

66,503 Court Filings (2005)

##### **(Est.) Cost/Unit:**

\$20.14 per court filing

##### **Net Cost:**

\$1,339,227

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	8.50	8.50	9.50	9.50
<b>Expenditures Total</b>	<b>\$1,098,769</b>	<b>\$1,064,445</b>	<b>\$1,214,572</b>	<b>\$1,339,227</b>
General Fund	1,098,769	1,064,445	1,214,572	1,339,227

#### Program Description

Judges ensure the continued fair and impartial administration of justice. During 2005, 139 jury trials were tried, and over 66,000 summons were filed, for which a greater number of respondents were seen, as this number does not include undocketed matters such as walk-ins or transports. In addition judges presided over 139 jury trials and 1,159 trials to the court.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Create programs as sentencing options that help educate individuals from different cultures about the country's laws and consequences of criminal activity.

Activity: Establish procedures that enable crime victims to participate in the criminal process.

Activity: Continue Judge and staff educational programs to ensure the highest standards of performance and ethical responsibility.

Activity: Require accountability and reporting by those persons convicted of crimes to be held accountable and to compensate.

# Judicial

## PROGRAM SUMMARY

### Teen Court

#### Brief Description

Teen program for first time offenders to accept responsibility for their error[s].

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

N/A

##### **(Est.) Cost/Unit:**

N/A

##### **Net Cost:**

\$138,150

#### Summary of Appropriations

	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Projection</b>	<b>2007 Adopted</b>
Regular - FTE	2.00	2.00	2.00	2.00
<b>Expenditures Total</b>	<b>\$121,394</b>	<b>\$107,816</b>	<b>\$121,220</b>	<b>\$138,150</b>
Designated Revenues Fund	110,667	99,371	114,220	124,150
Gifts & Grants Fund	10,727	8,445	7,000	14,000

#### Program Description

Educate youth on the judicial process and give first-time offenders the opportunity to correct their mistakes. During the 2005-2006 school year, over 300 cases were heard in Teen Court.

#### Council Goals/Objectives:Activities Supported

Goal: N/A

Activity: N/A

# Library, Recreation, & Cultural Services

14949 E. Alameda Parkway • Aurora, CO 80012 • (303) 739-6640

Tom Nicholas, Library, Recreation, &amp; Cultural Services Director • TNICHOLA@auroragov.org



## DESCRIPTION

The Library, Recreation, and Cultural Services Department provides educational, leisure, physical fitness, and arts programs for all ages that enhance the quality of life of our citizens and the desirability of Aurora as a place to live, work, and play. The Department Support Services Division manages internal services, including finance, personnel, marketing, and computer systems that assist the operating divisions in providing their programs and services. The Library and Public Services Division oversees seven libraries, homebound library services, and meeting room services. The Recreation Division manages eight recreation facilities, seven outdoor and three indoor pools, one miniature golf course, four joint use school facilities, and four outdoor sports complexes. The Cultural Arts Division operates one museum, one visual arts center, one performing arts center, one Showagon, the volunteer center, the historic sites center, 21 historic sites/districts, and featured special events.

## BUDGET SUMMARY

Description of Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	187.80	182.00	177.00	183.50
Personal Services	11,255,111	11,384,992	10,855,529	11,811,747
Supplies and Services	5,536,585	5,480,200	5,925,923	6,482,689
Interfund Charges	134,489	266,700	253,738	312,333
Capital Related	113,006	17,773	3,675	0
Transfers Out	6,874,646	7,152,628	7,001,705	7,445,856
<b>Expenditures Total</b>	<b>\$23,913,837</b>	<b>\$24,302,293</b>	<b>\$24,040,570</b>	<b>\$26,052,625</b>

## MAJOR VARIANCE EXPLANATION

For 2005, staffing levels in the Department were reduced by 5.8 FTE. This reduction was composed entirely of vacant positions at the Tallyn's Reach Library and the Sports Office. Total expenditures in 2005 increased by \$388,500. Personal services costs increased by \$129,900 due to increased retirement payouts. Interfund charges increased by \$132,200 due to increased fuel and maintenance charges and the re-establishment of risk charges within the Recreation Fund. Capital related expenditures decreased by \$95,200 due to one-time capital costs in 2004 that did not recur in 2005. Operating transfers increased by \$278,000 due to increases associated with the transfer of various cultural programs from the General Fund to the Cultural Services Fund and increases in mandated costs, such as personal services, utilities, and vehicle fuel and maintenance.

In 2006, the department's staffing is projected to decrease by 5.0 FTE due to the elimination of both filled and vacant positions in the General and Recreation funds. Additionally, 6.8 FTE were transferred within the department from the General Fund to the Designated Revenues Fund as part of a funding shift of operating costs for Iliff Square and Tallyn's Reach libraries. Total expenditures in 2006 are projected to decrease by \$261,700. Personal services costs are forecast to decrease by \$529,500 as a result of a decrease in temporary costs and retirement payouts. Supplies and services costs are projected to increase by \$445,700, largely as a result of a one-time increase in Art-In-Public Places acquisition spending. Transfers out are forecast to decrease by \$150,900 as a net result of General Fund transfer reductions to both the Recreation and Cultural Services funds.

In 2007, the department's staffing will increase by a total of 6.5 FTE. Of this increase, 5.5 FTE are due to restorations in

# Library, Recreation, & Cultural Services

## MAJOR VARIANCE EXPLANATION

library public hours and 1.0 FTE is due to a transfer from CDBG funding to the Cultural Services Fund. Total expenditures in 2007 will increase by \$2.0 million. Personal services costs will increase by \$956,200 due to increases in regular full-time salary costs, higher levels of staffing resulting from cut restorations, and rising health care costs. Supplies and services will increase by \$556,800, of which \$308,000 is due to a potential increase in grant revenue. The remaining increase is due to Recreation Administration increases, and the increased appropriation for the Aurora History Museum. Transfers out will increase by \$444,200 as a result of General Fund transfer adjustments to both the Recreation and Cultural Services Funds. These transfer changes are a net result of increases in mandated costs, such as natural gas, electricity, and fuel, as well as a decrease in the transfer due to new administrative fee revenues. The listing of amendments that follows describes these and other 2007 adopted budget changes.

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>Cultural Services Fund</u>				
<i>New Appropriation</i>				
Restore Shortfall from 2006 Merger of Historic Sites and Aurora History Museum.	0.00	49,000	0	49,000
Program affected: Aurora History Museum This add relates to Cultural Service goal: " Museum: One 50,000 sq. ft. total facility or combined facility with an expanded Central Library and reuse of current Museum." In 2006, the Historic Sites Preservation operations were transferred to the Aurora History Museum from the General Fund, and \$48,992 of the Cultural Services subsidy was eliminated to reflect expected one-time savings that could cover these costs in 2006. This request is to increase the General Fund transfer to Cultural Services Fund in order to fully fund the total costs associated with Historic Preservation and the History Museum, because the full costs will be incurred in 2007.				
Transfer North Aurora Special Events Coordinator Currently Paid with CDGB Funds.	1.00	63,743	0	63,743
Program affected: Special Events This Special Events Coordinator oversees the development and completion of events in the Fletcher Plaza area. Since 2004, the Special Events Coordinator has been funded with Community Development Block Grant (CDBG) funds. CDBG funds will be unavailable as of January 2007. This position has brought events to Fletcher Plaza that include Flicks on the 'Fax, JavaFest, Fiesta Aurora, Summer Art Walk, and Festival International. This position also facilitates other uses of the plaza, such as World Refugee Day, Aurora Police Block Party, and JazzFest. The 2007 cost estimate is based on the current personal services estimate and operating costs related to the position.				
<b>New Appropriation Total</b>	<b>1.00</b>	<b>112,743</b>	<b>0</b>	<b>112,743</b>
<b>Cultural Services Fund Total</b>	<b>1.00</b>	<b>112,743</b>	<b>0</b>	<b>112,743</b>

# Library, Recreation, & Cultural Services

BUDGET AMENDMENT REQUESTS				
Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>General Fund</u>				
<i>New Appropriation</i>				
Armed Security Guard for MLK Library	0.00	19,000	0	19,000
Program affected: Library Facilities and Public Services This add provides sufficient funding to cover the full annualized cost of an armed security guard for the MLK Library. The total annualized cost of this service is approximately \$27,144. Currently, there is \$8,000 appropriated for 2007, based on the prior split cost agreement with neighborhood services, leaving \$19,000 of unfunded costs. The prior split cost agreement with Neighborhood Services was only valid through 2006.				
Increase in the Subsidy to the Cultural Services Fund Due to Amendments for the Fund	0.00	112,743	0	112,743
Program affected: Transfer to Cultural Services Fund This increase to the General Fund subsidy transfer for the Cultural Services Fund relates to 2007 budget amendments in the Cultural Services Fund. This increase is composed of the following net amounts: Restore shortfall from 2006 merger of Historic Sites and Aurora History Museum: \$49,000; and Transfer North Aurora Special Events Coordinator: \$63,743.				
Increase in the Subsidy to the Recreation Fund Due to Amendments for the Fund	0.00	218,804	0	218,804
Program affected: Transfer to Recreation This increase to the General Fund subsidy transfer for the Recreation Fund relates to 2007 budget amendments in the Recreation Fund. This increase is composed of the following net amounts: Partially restore Recreation Division temporary hours: \$40,000; Recreation Division equipment replacement: \$100,000; Restore Parklane Pool operations: \$19,804; and Utah Pool natural gas: \$59,000.				

# Library, Recreation, & Cultural Services

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<b>General Fund</b>				
<i>New Appropriation</i>				
Partial Restoration of Library Public Hours from Previous Cuts.	5.50	236,608	0	236,608
Program affected: Library Facilities and Public Services This add relates to Library service goal: "Central Library- 1 community-wide facility of 65,000 sq. ft., plus Regional Branch- 1 per 30,000 40,000 population, 15,000 sq. ft. minimum, Neighborhood Branch- 1 per 20,000 30,000 population, 10,000 sq. ft. minimum." This appropriation will restore a portion of the prior years' library public hours cuts. This add is equal to the initial year portion of the 5-year cost to fully restore staffing to a level that would allow a return to normal hours of operation at all City libraries by 2011. Due to high usage and significant past reductions, the Central Library, Iliff Square Library, South Branch Library, and Tallyn's Reach library have all been designated for earliest reopening. The Central Library has been closed on Fridays, the Iliff Square Branch has been closed on evenings, the South Branch has been closed on Mondays, and Tallyn's Reach has been closed on Tuesdays since January 2005. This add will allow these facilities to reopen to the public at these times.				
Restore \$200K Portion of \$500K Bookstock Cut.	0.00	200,000	0	200,000
Program affected: Library Collection Management and Systems This appropriation will restore \$200,000 of the total \$500,000 in bookstock cuts from previous years. Due to these previous cuts, bookstock acquisitions and subscription renewals have been reduced, thereby decreasing the quality and quantity of materials available to citizens. These funds will be used to update and expand the shelved materials collection, replace irreparably damaged books, as well as renew or purchase subscription access to inter-library databases.				
Restore 120 Temp Hours Per Week: 40 Hours Per Week Each at Central, North, and South Branch Libraries	0.00	51,000	0	51,000
Programs affected: Library Facilities and Public Services This add restores temporary hours from prior year cuts. These temporaries are used for shelving returned items and shelf maintenance. Without these temporaries, materials remain out of circulation and, therefore, unavailable to patrons for longer periods of time.				
<b>New Appropriation Total</b>	<b>5.50</b>	<b>838,155</b>	<b>0</b>	<b>838,155</b>
<i>Budget Cut</i>				
Decrease The Recreation Fund Subsidy to account for New Recreation Fund Revenue	0.00	-308,987	0	-308,987
Program affected: Transfer to Recreation This cut will account for the decrease in the Recreation Fund subsidy from the GF to reflect the \$308,987 increase in revenues from increases in 2007 administrative fees. These fee increases are detailed in the 2007 Administrative Fees book.				

# Library, Recreation, & Cultural Services

BUDGET AMENDMENT REQUESTS				
Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>General Fund</u>				
<i>Budget Cut</i>				
<b>Budget Cut Total</b>	<b>0.00</b>	<b>-308,987</b>	<b>0</b>	<b>-308,987</b>
<b>General Fund Total</b>	<b>5.50</b>	<b>529,168</b>	<b>0</b>	<b>529,168</b>
<u>Recreation Fund</u>				
<i>New Appropriation</i>				
Partial Restoration of Recreation Division Temporary Employee Hours from Previous Cuts.	0.00	40,000	0	40,000
Program affected: Recreation Administration This add refers to previous cuts in temporary hours from the front desk and clerical support positions that resulted in reduced customer service. This add restores approximately 76 temporary hours per week, thereby restoring these functions at the Aurora Senior Center, the Beck Recreation Center, and the Expo Recreation Center.				
Recreation Division Equipment Replacement.	0.00	100,000	0	100,000
Program affected: Recreation Administration The Recreation Division has deferred equipment replacement for several years, specifically in fitness, gymnastics, and sports. To provide a consistent level of service, it is necessary to periodically replace this equipment. This add funds a portion of necessary equipment replacement.				
Restore Parklane Pool Operations.	0.00	39,002	19,198	19,804
Program affected: Aquatics Programs This add relates to Recreation service goal: "Public Aquatic Centers 1 per 20,000 people, distributed throughout city." This request restores Parklane pool operations. Parklane pool operations were restored on a one-time basis in the 2006 Spring Supplemental. The Parklane Pool serves Northeast Aurora and has annual summer attendance of approximately 9,000. This add equals the net cost to operate the pool for the approximate twelve week summer season, based on prior years' performance.				
Utah Pool Natural Gas	0.00	59,000	0	59,000
Program affected: Aquatics Programs This add is to compensate for a portion of the increase in natural gas costs due to the new splash ground and slide. The Utah Pool splash ground began functioning in May 2004. Since this time, natural gas costs have increased, creating a projected over-expenditure, above and beyond cost increases due to higher rates, of approximately \$60,000 for 2007. This add will compensate for this projected overage.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>238,002</b>	<b>19,198</b>	<b>218,804</b>
<b>Recreation Fund Total</b>	<b>0.00</b>	<b>238,002</b>	<b>19,198</b>	<b>218,804</b>
<b>Amendment Request Total</b>	<b>6.50</b>	<b>879,913</b>	<b>19,198</b>	<b>860,715</b>

# Library, Recreation, & Cultural Services

## EXPENDITURE SUMMARY BY FUND

Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Conservation Trust Fund	0	0	23,950	32,600
Cultural Services Fund	2,091,444	2,177,196	2,399,615	2,473,894
Designated Revenues Fund	404,393	878,243	934,213	786,917
General Fund	11,760,982	11,765,460	11,237,708	12,390,981
Gifts & Grants Fund	489,122	406,903	350,000	659,713
Recreation Fund	9,167,896	9,074,491	9,095,084	9,708,520
<b>Expenditures Total</b>	<b>\$23,913,837</b>	<b>\$24,302,293</b>	<b>\$24,040,570</b>	<b>\$26,052,625</b>

## STAFFING SUMMARY BY FUND

Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Cultural Services Fund	18.00	18.00	18.00	19.00
Designated Revenues Fund	2.50	4.50	10.60	10.60
General Fund	95.00	91.20	81.40	86.90
Gifts & Grants Fund	3.00	0.00	0.00	0.00
Recreation Fund	69.30	68.30	67.00	67.00
<b>Staffing Total</b>	<b>187.80</b>	<b>182.00</b>	<b>177.00</b>	<b>183.50</b>

## PROGRAM SUMMARY

### Aquatics Programs

#### Brief Description

Public swimming facilities, maintenance, and programs for all ages.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

305,000 Annual attendance

##### **(Est.) Cost/Unit:**

\$3.3443 per attendee

##### **Net Cost:**

\$1,020,002

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	13.00	13.00	13.00	13.00
<b>Expenditures Total</b>	<b>\$1,977,571</b>	<b>\$1,941,598</b>	<b>\$2,042,082</b>	<b>\$2,177,800</b>
Recreation Fund	1,977,571	1,941,598	2,042,082	2,177,800

#### Program Description

This function's budget includes 3 indoor pools and 7 outdoor pools. Includes aquatics administration, classes, lessons, drop-in swim, lap swim, swim team programs, food concession operations, all pool maintenance, major repair/renovation projects, seasonal staff of 200+ & 13 regular FTE. Offers hundreds of Aurora youth first time job experience and training. Annual cost was reduced by direct revenues resulting in a Net cost/attendance of \$3.34.

# Library, Recreation, & Cultural Services

## PROGRAM SUMMARY

### Aquatics Programs

#### Council Goals/Objectives:Activities Supported

Goal: Economic Vitality - Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Pursue one or more specific urban renewal projects in the Fitzsimons and/or Fletcher Plaza Urban Renewal Areas.

Goal: Ensure a safe community for people.

Activity: Continue to promote libraries, recreation and cultural facilities and programs as "safe havens" and positive, healthy alternatives for all youth.

### Art in Public Places

#### Brief Description

Administers, funds, selects, displays, and maintains public art.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

N/A

##### **(Est.) Cost/Unit:**

N/A

##### **Net Cost:**

\$0

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	1.00	1.00	1.00	1.00
<b>Expenditures Total</b>	<b>\$60,625</b>	<b>\$163,010</b>	<b>\$506,695</b>	<b>\$146,585</b>
Conservation Trust Fund	0	0	23,950	32,600
Cultural Services Fund	60,625	163,010	482,745	113,985

#### Program Description

This function's budget includes only the administrative costs dedicated to the acquisition of art for public places owned or leased by the City. This function establishes procedures for the selection of artwork for the City collection; provides for the display of artwork in the City collection; and provides art collections management, maintenance, and repair of the City art collection. The City Council appointed Art in Public Places Commission sets annual goals for community outreach and education. Also works with over 20 metro districts with Art In Public Places projects as part of the developments.

#### Council Goals/Objectives:Activities Supported

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Complete a master plan for the Signature Park on Alameda and Airport Boulevard.

Activity: Complete and implement the plan for the strategic area along Colfax Avenue, east of I-225.

Activity: Complete and begin implementation of the Services and Facilities Master Plan.

### Aurora Arts/Pottery/Music Programs

#### Brief Description

Provides arts classes and programs for all ages and levels

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

41,000 Customers served/attendees

##### **(Est.) Cost/Unit:**

\$0.6114 per customer served

##### **Net Cost:**

\$25,067

# Library, Recreation, & Cultural Services

## PROGRAM SUMMARY

### Aurora Arts/Pottery/Music Programs

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	2.00	2.00	2.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$251,019</b>	<b>\$243,007</b>	<b>\$265,267</b>
Cultural Services Fund	0	251,019	243,007	265,267

#### Program Description

This function provides general public and school outreach programs in fine arts, pottery, and music for all ages and skill levels. Maintains and operates the Bicentennial Art Center, an art and pottery facility for City programs. Provides the Show Wagon for City special events, concerts, and rentals to other agencies. Provides venues to community artists for exhibits and sales. The program serves 27,000 general public participants and 14,000 school outreach participants. Generates revenue in program and rental fees by providing 50 school outreach programs and 600 class offerings per year. Annual cost was reduced by direct revenues and grants resulting in a net cost/unit that equals a NET cost per customer served of \$ 0.61. Function includes 2.68 Temporary FTE and 2 Regular FTE.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue to promote libraries, recreation and cultural facilities and programs as "safe havens" and positive, healthy alternatives for all youth.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Complete and begin implementation of the Services and Facilities Master Plan.

### Aurora Dance Arts Performances & Programs

#### Brief Description

Provides year round comprehensive dance programs and performances

#### Primary Program Measures 2007 (Selected Funds)

**Volume (most recent data):**

N/A

**(Est.) Cost/Unit:**

N/A

**Net Cost:**

\$0

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	1.00	1.00	1.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$175,407</b>	<b>\$174,190</b>	<b>\$179,582</b>
Cultural Services Fund	0	175,407	174,190	179,582

#### Program Description

This function's budget provides 100 + classes per week in all types of dance for ages 3 through adult and all skill levels. Classes are progressive and designed to grow with the student and students can perform in the annual recitals, The Nutcracker Ballet production, and Are We in Kansas Yet? productions. 2007 budgeted cost was reduced by direct revenues and grants, resulting in a net cost/unit that equals a net profit of \$0.31 per customer served/attendee. Function includes 2.46 temporary FTE and 1 Regular FTE.

# Library, Recreation, & Cultural Services

## PROGRAM SUMMARY

### Aurora Dance Arts Performances & Programs

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue to promote libraries, recreation and cultural facilities and programs as “safe havens” and positive, healthy alternatives for all youth.

### Aurora Fox Arts Center Performances & Programs

#### Brief Description

Sole resource for performing arts programs/classes, and theatre rentals.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

43,653 Customers served/attendees

##### **(Est.) Cost/Unit:**

\$7.1031 per customer served

##### **Net Cost:**

\$310,072

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	5.00	5.00	5.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$556,727</b>	<b>\$550,126</b>	<b>\$607,872</b>
Cultural Services Fund	0	556,727	550,126	607,872

#### Program Description

This function's budget includes a professional theatre company that produces 4-5 adult theatre and 2-3 children's theatre productions annually. The 2005-06 season includes over 70 adult and 36 children's theatre performances and over 30 workshops and classes for children. The Aurora Fox annually sponsors a multi-cultural series featuring performing groups that represent Aurora's many ethnic communities. Community groups rent the facility for performances. This operation and facility is part of the overall strategy for redevelopment of Northwest Aurora. Annual cost was reduced by direct revenues & grants resulting in a net cost/customer served/attendee of \$ 6.63. Function includes 12.01 temporary FTE and 5 regular FTE.

#### Council Goals/Objectives:Activities Supported

Goal: Economic Vitality - Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Pursue one or more specific urban renewal projects in the Fitzsimons and/or Fletcher Plaza Urban Renewal Areas.

Goal: Ensure a safe community for people.

Activity: Continue to promote libraries, recreation and cultural facilities and programs as “safe havens” and positive, healthy alternatives for all youth.

Goal: Support effective efforts to integrate/orient an increasingly diverse community.

Activity: Conduct the annual Heritage Affair at the Fox and sponsor the Cultural legacy Series at the Fox Theater for APS students.

### Aurora History Museum

#### Brief Description

Collects, interprets, and exhibits historical collections significant to Aurora.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

1,116,000 Outreach Customers served/attendees

##### **(Est.) Cost/Unit:**

\$0.2531 per outreach customer served

##### **Net Cost:**

\$282,491

# Library, Recreation, & Cultural Services

## PROGRAM SUMMARY

### Aurora History Museum

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	4.00	4.00	4.00	4.00
<b>Expenditures Total</b>	<b>\$625,265</b>	<b>\$328,813</b>	<b>\$304,863</b>	<b>\$375,891</b>
Cultural Services Fund	350,712	328,813	298,487	370,411
General Fund	274,553	0	6,376	5,480

#### Program Description

The Museum researches and develops educational content to provide enrichment opportunities to patrons through tours, lectures, workshops, and classes. Designs, constructs, and installs 60 exhibits throughout the City, providing non-traditional learning. Collects and preserves objects, documents, and photographs to support exhibits and research activities. Preservation of Aurora's heritage is a primary responsibility of this function. In 2005, these activities reached 16,000 in-house participants and an estimated 1,100,000 verifiable outreach participants. Annual cost was reduced by direct revenues and grants resulting in a NET cost /attendance of \$ \$0.25. Function includes 2.79 temporary FTE and 4 regular FTE.

#### Council Goals/Objectives:Activities Supported

Goal: Economic Vitality - Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Promote K-12 and higher education as a pillar of economic viability by participating in the strategic efforts/follow up launched at the December 2005 Education Summit.

Goal: Ensure a safe community for people.

Activity: Continue to promote libraries, recreation and cultural facilities and programs as "safe havens" and positive, healthy alternatives for all youth.

### Budget and Accounting

#### Brief Description

Central Budget, Accounts Payable/Receivable & other financial processing.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

22,197,533 Budgeted departmental expenditures

##### **(Est.) Cost/Unit:**

\$0.0128 per dollar of budgeted departmental expenditure

##### **Net Cost:**

\$283,435

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	4.50	4.50	4.50
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$409,570</b>	<b>\$281,857</b>	<b>\$283,435</b>
General Fund	0	409,570	281,857	283,435

# Library, Recreation, & Cultural Services

## PROGRAM SUMMARY

### Budget and Accounting

#### Program Description

This function manages and oversees the diverse programmatic and physical locations of staff in this department. All financial business functions are centrally processed to gain efficiencies and maintain oversight. Activities include: 240 cost center budgets in 7 funds, 18,000 invoices, 7,000 journal entry and interdepartmental billings, 60 purchase orders, 200 expense reports, 50 sales tax licenses, proofing and tracking of 5,000 revenue deposit transmittals. Provides assistance to field staff with financial questions and purchasing support. One of the FTE acts as the department administration receptionist and also coordinates facilities maintenance and other miscellaneous projects.

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Prepare a review of the structure of City revenues.

Activity: Achieve a 2006 budget that is balanced using a minimum of one-time solutions.

Goal: Ensure a safe community for people.

Activity: Continue to promote libraries, recreation and cultural facilities and programs as "safe havens" and positive, healthy alternatives for all youth.

### Building Maintenance CSF

#### Brief Description

Accounts for Cultural Services Fund building maintenance activities for three facilities with total square footage of 30,438.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

30,438 Square feet of building space

##### **(Est.) Cost/Unit:**

\$0.2497 per square foot of building space

##### **Net Cost:**

\$7,600

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$7,600</b>	<b>\$7,600</b>	<b>\$7,600</b>	<b>\$7,600</b>
Cultural Services Fund	7,600	7,600	7,600	7,600

#### Program Description

Accounts for Cultural Services Fund building maintenance activities for three facilities with total square footage of 30,438.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue to promote libraries, recreation and cultural facilities and programs as "safe havens" and positive, healthy alternatives for all youth.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Complete and begin implementation of the Services and Facilities Master Plan.

# Library, Recreation, & Cultural Services

## PROGRAM SUMMARY

### Building Maintenance RF

#### Brief Description

Accounts for Recreation Fund building maintenance activities for eighteen facilities with total square footage of 172,414.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

172,414 Square feet of building space

##### **(Est.) Cost/Unit:**

\$0.3822 per square foot of building space

##### **Net Cost:**

\$65,900

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$65,900</b>	<b>\$45,551</b>	<b>\$65,900</b>	<b>\$65,900</b>
Recreation Fund	65,900	45,551	65,900	65,900

#### Program Description

Accounts for Recreation Fund building maintenance activities for eighteen facilities with total square footage of 172,414.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue to promote libraries, recreation and cultural facilities and programs as "safe havens" and positive, healthy alternatives for all youth.

### Cultural Services Administration

#### Brief Description

Manages arts, performances, history, special events, and volunteer programs.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

2,473,894 Budgeted Division operating expenses

##### **(Est.) Cost/Unit:**

\$0.1042 per dollar of operating expenditure

##### **Net Cost:**

\$257,764

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	2.00	2.00	2.00	2.00
<b>Expenditures Total</b>	<b>\$210,981</b>	<b>\$253,051</b>	<b>\$257,939</b>	<b>\$379,549</b>
Cultural Services Fund	210,981	253,051	253,613	376,011
General Fund	0	0	4,326	3,538

#### Program Description

This function manages and administers Performing Arts, Visual Arts, Dance, Art in Public Places, History Museum, Bicentennial Art Center, Special Events, Volunteer Center, Showagon, and all programs and performances associated with the areas. Writes and manages numerous grants, including the Scientific and Cultural Facilities District (SCFD) funds. Collaborates with various community groups, business groups, and other arts organizations. Coordinates support for three City Boards and Commissions. Cost/per \$ expense of \$0.10. Division includes 20.27 temporary FTE and 18 regular FTE. This function includes 2.0 of these regular FTE.

# Library, Recreation, & Cultural Services

## PROGRAM SUMMARY

### Cultural Services Administration

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue to promote libraries, recreation and cultural facilities and programs as “safe havens” and positive, healthy alternatives for all youth.

### Fitness/General Recreation Programs and Services

#### Brief Description

Fitness and general interest recreation programs & facilities for all ages.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

390,000 Annual Attendance

##### **(Est.) Cost/Unit:**

\$1.7541 per attendee

##### **Net Cost:**

\$684,118

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	10.30	10.50	10.50
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$1,121,793</b>	<b>\$1,117,729</b>	<b>\$1,249,743</b>
Gifts & Grants Fund	0	600	0	0
Recreation Fund	0	1,121,193	1,117,729	1,249,743

#### Program Description

This function's budget includes the Beck Community, Village Green, Expo, and Meadowood neighborhood centers. This function also includes beginning through advanced classes, programs and activities for youth and adults (cooking, crafts, dog obedience, camps/workshops, basic computer skills, mini golf, aerobics, yoga, martial arts, and others). Facilities provide space for rental and cultural arts classes. Coordinates city Employee Wellness Program (used annually by an estimated 350 employees generating approximately 23,600 annual usage). Function includes 12.38 Temporary FTE & 10.3 Regular FTE. Annual cost was reduced by direct revenues resulting in a net cost per attendee of \$1.75.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue to promote libraries, recreation and cultural facilities and programs as “safe havens” and positive, healthy alternatives for all youth.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Complete and begin implementation of the Services and Facilities Master Plan.

### Library Collection Management and Systems

#### Brief Description

Provides behind-the-scenes services for Library users.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

300,000 Materials selected, cataloged, processed, weeded

##### **(Est.) Cost/Unit:**

\$6.2865 per material selected, cataloged, processed, weeded

##### **Net Cost:**

\$1,885,963

# Library, Recreation, & Cultural Services

## PROGRAM SUMMARY

### Library Collection Management and Systems

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	17.30	12.30	12.30	12.30
<b>Expenditures Total</b>	<b>\$2,334,567</b>	<b>\$1,613,287</b>	<b>\$1,638,171</b>	<b>\$1,885,963</b>
Designated Revenues Fund	560	694	0	0
General Fund	2,334,007	1,612,593	1,638,171	1,885,963

#### Program Description

This function is responsible for the selection, cataloging, and processing of materials added to the library's collection. Collection staff tasks include: 102,000 library item reviews per year, order 69,094 items and 45 inclusive databases for collection; receive 48,000 donated items, 9,000 entered in collection; review 24,000 items on shelf for weeding; 2,000 Government Documents discarded per Federal Regulations; and 28,000 Interlibrary Loan requests analyzed for addition to the collection. Cataloging and Processing staff tasks include: receive 69,094 items, check item against orders and invoices; sort 69,094 items into categories, catalog and add each of 69,094 items to online catalog system; process and prepare each of 69,094 items for use in designated facilities; check 69,094 items out to receiving facilities to track them to final destination; perform 6,300 database maintenance processes; repair 3,600 Audiovisual items; and other miscellaneous tasks. Function includes 12.3 FTE and 3 part time temp staff.

#### Council Goals/Objectives:Activities Supported

Goal: Economic Vitality - Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Promote K-12 and higher education as a pillar of economic viability by participating in the strategic efforts/follow up launched at the December 2005 Education Summit.

Goal: Ensure a safe community for people.

Activity: Continue to promote libraries, recreation and cultural facilities and programs as "safe havens" and positive, healthy alternatives for all youth.

### Library Facilities and Public Services

#### Brief Description

Provides direct customer services to Library users.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

2,400,000 Total material usage

##### **(Est.) Cost/Unit:**

\$1.1578 per material usage

##### **Net Cost:**

\$2,778,647

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	68.40	63.60	61.60	67.10
<b>Expenditures Total</b>	<b>\$3,095,010</b>	<b>\$3,044,143</b>	<b>\$2,945,955</b>	<b>\$3,434,037</b>
Designated Revenues Fund	244,778	454,222	646,992	655,390
General Fund	2,819,395	2,525,425	2,298,963	2,778,647
Gifts & Grants Fund	30,837	64,496	0	0

# Library, Recreation, & Cultural Services

## PROGRAM SUMMARY

### Library Facilities and Public Services

#### Program Description

This function's budget includes all libraries facilities. Public service staff tasks include: an estimated 1,200,000 items checked out to customers; in-house material usage estimated at 1,010,000; an estimated 540,000 reference questions answered; provide database classes to customers; 1,200 programs for 60,938 participants; schedules, and assists as appropriate, the use of meeting rooms in all library facilities plus the AMC rooms available for public use, serving approximately 101,968 attendees; serving a systemwide total of 890,000 customers. Function includes 21 part time temp staff.

#### Council Goals/Objectives:Activities Supported

Goal: Economic Vitality - Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Promote K-12 and higher education as a pillar of economic viability by participating in the strategic efforts/follow up launched at the December 2005 Education Summit.

Goal: Serve as leaders to shape policy that benefits the Aurora community.

Activity: Maintain contact with elected officials throughout the year.

### Library Services Administration

#### Brief Description

Library Services Manager

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

4,799,228 Budgeted function operating expenditures

##### **(Est.) Cost/Unit:**

\$0.025 per dollar of budgeted function operating expenditure

##### **Net Cost:**

\$120,210

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	1.00	1.00	1.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$123,887</b>	<b>\$124,682</b>	<b>\$120,210</b>
General Fund	0	123,887	124,682	120,210

#### Program Description

This function provides direction, management, and coordination for all functions related to the provision of Library Services to Collection Development services, Cataloging and Processing functions, and to Public Services in all Aurora library facilities. Major activities include: represents the library on appropriate community and statewide committees and organizations, promotes library services, develops system-wide activities to better serve the public, and serves as liaison to the Friends of the Aurora Public Library.

#### Council Goals/Objectives:Activities Supported

Goal: Economic Vitality - Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Promote K-12 and higher education as a pillar of economic viability by participating in the strategic efforts/follow up launched at the December 2005 Education Summit.

Goal: Ensure a safe community for people.

Activity: Continue to promote libraries, recreation and cultural facilities and programs as "safe havens" and positive, healthy alternatives for all youth.

# Library, Recreation, & Cultural Services

## PROGRAM SUMMARY

### Library Technical Services

#### Brief Description

Manages the Library computer system and courier services

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

1,920,000 Library items moved and/or circulated

##### **(Est.) Cost/Unit:**

\$0.2488 per library item moved or circulated

##### **Net Cost:**

\$477,609

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	5.00	5.00	5.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$498,353</b>	<b>\$517,510</b>	<b>\$477,609</b>
General Fund	0	498,353	517,510	477,609

#### Program Description

This function's budget maintains the Library on-line system and various related automated support systems. These systems inventory 450,000 items and process check-out and check-in of 1,200,000 items. Automates collection ordering and cataloging processes. Its Web component has 1.2 million home page hits; 2 million individual item searches; 350,000 database searches; and 250,000 automated telephone transactions. The courier operation moves approximately 720,000 items annually between our library locations to fill customer requests or get returned items to the originating library location. Courier staff also manage mail room functions and input serial items (newspapers, magazines, etc.) into the on-line system when they arrive on a daily basis.

#### Council Goals/Objectives:Activities Supported

Goal: Economic Vitality - Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Promote K-12 and higher education as a pillar of economic viability by participating in the strategic efforts/follow up launched at the December 2005 Education Summit.

Goal: Ensure a safe community for people.

Activity: Continue to promote libraries, recreation and cultural facilities and programs as "safe havens" and positive, healthy alternatives for all youth.

### Marketing and Graphics

#### Brief Description

Provides marketing and graphic support to promote services & programs

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

620,000 Marketing pieces distributed

##### **(Est.) Cost/Unit:**

\$0.9009 per marketing piece

##### **Net Cost:**

\$558,574

# Library, Recreation, & Cultural Services

## PROGRAM SUMMARY

### Marketing and Graphics

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	3.80	3.80	3.80
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$533,576</b>	<b>\$554,984</b>	<b>\$568,374</b>
General Fund	0	56,095	53,445	55,630
Recreation Fund	0	477,481	501,539	512,744

#### Program Description

This function produces and coordinates the distribution of 611,000 annual program brochures distributed quarterly over the year and completes about 900 graphic jobs to support program marketing and activities. The marketing specialist (1 FTE) manages paid advertising accounts and achieves about 2,200 free and positive media mentions regarding our programs and activities. This is in addition to those mentions provided by the city's Channel 8 and city-produced newsletters.

#### Council Goals/Objectives:Activities Supported

Goal: Enhance Aurora's identity and raise awareness of the City's many qualities.

Activity: Continue to facilitate communication with public relation professionals that interact with Aurora.

Goal: Ensure a safe community for people.

Activity: Continue to promote libraries, recreation and cultural facilities and programs as "safe havens" and positive, healthy alternatives for all youth.

### Office of the Director

#### Brief Description

Oversees all aspects of department operations

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

26,358,649 Budget Managed

##### **(Est.) Cost/Unit:**

\$0.0117 per dollar of budget managed

##### **Net Cost:**

\$309,282

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	2.00	2.00	2.00	2.00
<b>Expenditures Total</b>	<b>\$280,741</b>	<b>\$294,957</b>	<b>\$647,029</b>	<b>\$968,995</b>
General Fund	280,741	294,957	297,029	309,282
Gifts & Grants Fund	0	0	350,000	659,713

# Library, Recreation, & Cultural Services

## PROGRAM SUMMARY

### Office of the Director

#### Program Description

This function consists of the Department Director and Administrative Assistant. Function provides management oversight for all Department of Library, Recreation, and Cultural Services staff of 177 regular and up to 800 temporary staff and related operations. Develops and evaluates policy and long term strategic planning. Other functions include providing support for eight Council appointed and eight non-Council appointed boards, commissions, and foundations and handling Council, Executive, and citizen requests. Works closely with community groups such as independent sports organizations and the school districts to provide city services and facilitate services offered by non-city agencies through joint efforts and facility use coordination.

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Achieve a 2006 budget that is balanced using a minimum of one-time solutions.

Goal: Economic Vitality - Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Promote K-12 and higher education as a pillar of economic viability by participating in the strategic efforts/follow up launched at the December 2005 Education Summit.

Goal: Serve as leaders to shape policy that benefits the Aurora community.

Activity: Maintain contact with elected officials throughout the year.

### Payroll and Hiring

#### Brief Description

Centralized payroll and temporary staff hiring/orientation

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

11,433,457 Budgeted personal services

##### **(Est.) Cost/Unit:**

\$0.0144 per dollar of budgeted personal services

##### **Net Cost:**

\$164,674

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	2.50	2.50	2.50
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$153,850</b>	<b>\$152,987</b>	<b>\$164,674</b>
General Fund	0	153,850	152,987	164,674

#### Program Description

This function conducts orientations and completes hiring/resignation for 300 temporary new hires and maintains 1,200 personnel files. Processes 15,000 time cards, and 10,000 leave slip/change of status. Inputs 5,000 customer comments into centralized customer data management system. Conducts recruitment programs that generate over 1,000 temporary applications. Coordinates, reviews and updates the departmental public web pages and maintains an extensive internal intranet site with forms, policies, and administrative information used by all divisions in the Department.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue to promote libraries, recreation and cultural facilities and programs as "safe havens" and positive, healthy alternatives for all youth.

# Library, Recreation, & Cultural Services

## PROGRAM SUMMARY

### Preschool and Youth Programs

#### Brief Description

Recreation and youth development programs for preschool, youth and teens, and facilities

#### Primary Program Measures 2007 (Selected Funds)

**Volume (most recent data):**  
190,000 Annual Attendance

**(Est.) Cost/Unit:**  
\$1.6067 per attendee

**Net Cost:**  
\$305,266

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	5.00	7.00	7.50	7.50
<b>Expenditures Total</b>	<b>\$829,478</b>	<b>\$1,045,189</b>	<b>\$799,116</b>	<b>\$850,351</b>
Gifts & Grants Fund	189,444	257,606	0	0
Recreation Fund	640,034	787,583	799,116	850,351

#### Program Description

This function consists of the Moorhead and Summer Valley neighborhood centers, pre-school through teen-age children and youth programs and classes, and serves as liaison to the Aurora Youth Commission. State licensed classes at four locations enroll 650 children. Office of Youth Services collaborates with Aurora schools and non-profits, providing after school and summer programming to 6,000 youth annually. Youth leadership programs for ages 9-18 contribute over 1,500 hours of volunteer community service. Moorhead Center offers free, drop-in, supervised programming, Teen Scene engages 3,760+ participants and more than 5,110 children play at the one remaining Mobile Playground. Function includes 14.63 Temporary FTE and 7.5 Regular FTE. Annual budgeted cost was reduced by direct revenues resulting in a net cost per attendance of \$1.61.

#### Council Goals/Objectives: Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue to promote libraries, recreation and cultural facilities and programs as "safe havens" and positive, healthy alternatives for all youth.

Activity: Administer a \$225,000 Weed and Seed Strategy to target crime in a 166-block area along Colfax Avenue. The grant provides alleyway lighting, police and code enforcement overtime and recreational, social and educational programs for youth and residents.

### Recreation Administration

#### Brief Description

This function oversees planning and management of the recreation services division.

#### Primary Program Measures 2007 (Selected Funds)

**Volume (most recent data):**  
15,000,000 Budgeted Function Operating Expenditures

**(Est.) Cost/Unit:**  
\$0.0324 per dollar of budgeted function operating expenditure

**Net Cost:**  
\$485,747

# Library, Recreation, & Cultural Services

## PROGRAM SUMMARY

### Recreation Administration

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	2.00	2.00	2.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$360,667</b>	<b>\$355,067</b>	<b>\$485,747</b>
Recreation Fund	0	360,667	355,067	485,747

#### Program Description

This function oversees planning and management of the recreation services division, including recreation facilities, division support services, training and customer service, program/services development, personnel oversight, planning, and general department/city project activities. Provides staff support to Parks and Recreation Advisory Board. Collaborates with school districts and numerous community organizations. \$123,200 for division risk management, and \$20,000 for supplies and operating. Function includes 2 Regular FTE.

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Achieve a 2006 budget that is balanced using a minimum of one-time solutions.

Goal: Economic Vitality - Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Identify ways in which to make the Visitor's Promotion Advisory Board (VPAB) even more successful in bringing outside activities to Aurora, including small conventions & conferences (especially those of a medical nature).

Goal: Ensure a safe community for people.

Activity: Continue to promote libraries, recreation and cultural facilities and programs as "safe havens" and positive, healthy alternatives for all youth.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Complete and begin implementation of the Services and Facilities Master Plan.

### Recreation Support Services

#### Brief Description

Centralized coordination and administration of division wide plus computerized support systems

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

1,254,761 Annual Transactions

##### **(Est.) Cost/Unit:**

\$0.1863 per annual transaction

##### **Net Cost:**

\$233,736

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	2.00	2.00	2.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$223,352</b>	<b>\$219,653</b>	<b>\$233,736</b>
Recreation Fund	0	223,352	219,653	233,736

# Library, Recreation, & Cultural Services

## PROGRAM SUMMARY

### Recreation Support Services

#### Program Description

This function's computerized support systems include registration program, maintaining accounts and households, data collection/reports, online and touch tone registration, facility booking, point-of-sale, operational policies and procedures, recommending and monitoring upgrades and new modules for Recreation, Cultural Services and some services to the Golf and Parks and Open Space divisions. Staff provide daily support to the 70 plus workstations in the field who also process customer service transactions, and depend on the system for rosters, reports, waiting lists and daily cash documentation for deposits. Annual transactions per year are 1,162,799 point-of-sales, 2,294 rentals, 7,469 bookings, 69,430 registration, and 12,769 withdrawal for a total of 1,254,761. Function includes 0.10 temporary FTE and 3.0 regular FTE. Cost per transaction is \$0.18

#### Council Goals/Objectives:Activities Supported

Goal: Enhance Aurora's identity and raise awareness of the City's many qualities.

Activity: Identify and allocate necessary resources to implement the communications plan and public relations program.

Goal: Ensure a safe community for people.

Activity: Continue to promote libraries, recreation and cultural facilities and programs as "safe havens" and positive, healthy alternatives for all youth.

### Senior and Special Programs

#### Brief Description

Programs and service for adults age 50 plus and persons with developmental disabilities.

#### Primary Program Measures 2007 (Selected Funds)

**Volume (most recent data):**

160,000 Annual attendance

**(Est.) Cost/Unit:**

\$4.3385 per attendee

**Net Cost:**

\$694,155

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	17.00	17.00	15.30	15.30
<b>Expenditures Total</b>	<b>\$1,348,426</b>	<b>\$1,321,245</b>	<b>\$1,165,692</b>	<b>\$1,204,093</b>
Designated Revenues Fund	0	156,804	118,477	131,527
General Fund	0	0	657	657
Gifts & Grants Fund	235,196	53,172	0	0
Recreation Fund	1,113,230	1,111,269	1,046,558	1,071,909

#### Program Description

This function provides liaison/support to four boards and commissions and senior and special services administration. Morning Star Adult Day provides adult day care. Therapeutic Recreation provides full day and after school programs for citizens with developmental disabilities. The Senior Center provides 16,000+ Volunteers Of America meals annually, special events, programs, classes and other services for adults age 50 plus. Staff assists other programs with adapting activities and services for inclusion of people with disabilities in a variety of recreation activities. Over 325 volunteers provide 17,815 annual hours. Function operates 1 Senior Center and 1 Intergenerational Center. Function includes 4.7 Temporary FTE & 15.3 Regular FTE. Annual cost was reduced by direct revenues resulting in net cost/unit that equals a NET Cost/attendance of \$4.34.

# Library, Recreation, & Cultural Services

## PROGRAM SUMMARY

### Senior and Special Programs

#### Council Goals/Objectives:Activities Supported

Goal: Economic Vitality - Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Identify ways to provide more support to the development /redevelopment of key commercial corridors such as Havana, Abilene, Colfax, etc.

Goal: Ensure a safe community for people.

Activity: Continue to promote libraries, recreation and cultural facilities and programs as "safe havens" and positive, healthy alternatives for all youth.

### Special Events

#### Brief Description

Produces quality signature events to attract visitors to Aurora.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

175,000 Customers served/attendees

##### **(Est.) Cost/Unit:**

\$1.5526 per customer served

##### **Net Cost:**

\$271,711

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	2.00	2.00	3.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$357,455</b>	<b>\$333,013</b>	<b>\$495,954</b>
Cultural Services Fund	0	357,455	333,013	495,954

#### Program Description

This function produces 7 quality events attracting positive attention and new visitors to Aurora. Award winning KidSpree is a signature event specific to family/youth activities. The July 4th Spectacular includes the largest fireworks display in the Metro area. PumpkinFest, including the Jack-o-Launch, attracts national media attention and attracts visitors from all over the region. Flicks on the Fax, World Fusion, Fiesta Aurora, and Java Fest continue to grow and showcase the newly revitalized East Colfax area. The Special Events Office markets, schedules, and manages the Fletcher Plaza outdoor event venue maximizing its use by citizens. Annual cost was reduced by direct revenues and grants resulting in a net cost per attendance of \$ 1.55. Function includes 3 regular FTE and 0.7 temporary FTE.

#### Council Goals/Objectives:Activities Supported

Goal: Economic Vitality - Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Identify ways in which to make the Visitor's Promotion Advisory Board (VPAB) even more successful in bringing outside activities to Aurora, including small conventions & conferences (especially those of a medical nature).

Goal: Ensure a safe community for people.

Activity: Continue to promote libraries, recreation and cultural facilities and programs as "safe havens" and positive, healthy alternatives for all youth.

# Library, Recreation, & Cultural Services

## PROGRAM SUMMARY

### Sports Park Programs

#### Brief Description

Sports Park venue for field sports and tournaments

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

N/A

##### **(Est.) Cost/Unit:**

N/A

##### **Net Cost:**

\$0

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	2.00	1.00	1.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$1,446,384</b>	<b>\$1,393,637</b>	<b>\$1,431,595</b>
Recreation Fund	0	1,446,384	1,393,637	1,431,595

#### Program Description

This function programs the Sports Park, consisting of 12 softball fields, 23 soccer fields, and 5 concession stands used for youth and adult softball, soccer, football, and other field sports games. The complex hosts sports activities operated by the City, youth organizations, Aurora and Cherry Creek school districts as well as state, regional, and national tournaments, and community and regional special events. Over 3,700 local league games are played annually. Youth activities are approximately 80% of scheduled events. 30 tournaments with 60% being local and state and 40% regional and national. 2005 estimated impact of tournaments is \$21,000,000. The Sports Park is operated and programmed by Recreation Sports staff and maintained by the Parks Division Ballfield Maintenance staff. Function includes 1.0 temporary FTE and 1.0 regular FTE. Annually, the Sports Park earns a profit of \$32,000.

#### Council Goals/Objectives:Activities Supported

Goal: Economic Vitality - Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Identify ways in which to make the Visitor's Promotion Advisory Board (VPAB) even more successful in bringing outside activities to Aurora, including small conventions & conferences (especially those of a medical nature).

Goal: Ensure a safe community for people.

Activity: Continue to promote libraries, recreation and cultural facilities and programs as "safe havens" and positive, healthy alternatives for all youth.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Complete and begin implementation of the Services and Facilities Master Plan.

### Sports Services and Programs

#### Brief Description

Provides organized team and individual sports for all ages.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

470,250 Annual Attendance

##### **(Est.) Cost/Unit:**

\$0.7732 per attendee

##### **Net Cost:**

\$363,574

# Library, Recreation, & Cultural Services

## PROGRAM SUMMARY

### Sports Services and Programs

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	15.00	15.00	15.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$1,848,261</b>	<b>\$1,722,547</b>	<b>\$1,628,995</b>
Designated Revenues Fund	0	266,523	168,744	0
Gifts & Grants Fund	0	22,337	0	0
Recreation Fund	0	1,559,401	1,553,803	1,628,995

#### Program Description

This function offers sports administration, basketball, volleyball, softball, baseball, roller hockey, gymnastics, tennis, leagues, camps, tournaments, and other sports at school sites, city sports complexes, Wheel Park, and tennis courts. Youth sports annual participants exceed 25,000 and adult participants exceed 15,000. In addition to the one city owned gym, over 50 school sites are used for sports programming through Intergovernmental Agreements with Aurora and Cherry Creek school districts. Staff also coordinates all practice and games spaces, city and school fields, and spaces for 8-10 other youth organizations, such as the Independent Youth Organizations. Additional FTE: 14.52 (temp) plus volunteer coaches. Annual budgeted costs have been reduced by expected revenues to provide a net cost per participant of \$0.77.

#### Council Goals/Objectives: Activities Supported

Goal: Economic Vitality - Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Identify ways in which to make the Visitor's Promotion Advisory Board (VPAB) even more successful in bringing outside activities to Aurora, including small conventions & conferences (especially those of a medical nature).

Goal: Ensure a safe community for people.

Activity: Continue to promote libraries, recreation and cultural facilities and programs as "safe havens" and positive, healthy alternatives for all youth.

### Transfer to Cultural Services

#### Brief Description

General Fund investment in public Cultural Services to citizens.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

392,000 Total Cultural Division attendance for all functions

##### **(Est.) Cost/Unit:**

\$2.7432 per attendee

##### **Net Cost:**

\$1,075,328

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$418,921</b>	<b>\$949,974</b>	<b>\$945,551</b>	<b>\$1,075,328</b>
General Fund	418,921	949,974	945,551	1,075,328

# Library, Recreation, & Cultural Services

## PROGRAM SUMMARY

### Transfer to Cultural Services

#### Program Description

Provides General Fund subsidy revenue to the Cultural Fund. This transfer covers costs of programs, facilities and services not fully supported through user fees.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue to promote libraries, recreation and cultural facilities and programs as “safe havens” and positive, healthy alternatives for all youth.

### Transfer to Recreation

#### Brief Description

General Fund investment in public  
Recreation services and facilities to citizens

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

1,707,000 Total Recreation Attendance for All Functions

##### **(Est.) Cost/Unit:**

\$2.3963 per Recreation attendee

##### **Net Cost:**

\$4,090,528

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$4,783,651</b>	<b>\$5,062,054</b>	<b>\$4,916,154</b>	<b>\$5,230,528</b>
General Fund	4,783,651	5,062,054	4,916,154	5,230,528

#### Program Description

This budget transfer covers costs of programs, facilities, and services not fully supported through user fees. Division revenue per attendance equals \$2.39. \$1,140,000 of this \$5,230,528 is transferred back to the Parks and Open Space Department to cover maintenance costs.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue to promote libraries, recreation and cultural facilities and programs as “safe havens” and positive, healthy alternatives for all youth.

### Volunteer Center

#### Brief Description

Provides volunteers for City Special Events

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

129,000 Volunteer Hours to City

##### **(Est.) Cost/Unit:**

\$0.4435 per volunteer hour

##### **Net Cost:**

\$57,212

# Library, Recreation, & Cultural Services

## PROGRAM SUMMARY

### Volunteer Center

<u>Summary of Appropriations</u>				
	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	1.00	1.00	1.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$84,114</b>	<b>\$56,834</b>	<b>\$57,212</b>
Cultural Services Fund	0	84,114	56,834	57,212

#### Program Description

The function is the Volunteer Center that recruits, trains, and coordinates volunteers for City special events, including KidSpree, Fiesta Aurora, and PumpkinFest. Works with City employees, community leaders, and citizens to identify and expand volunteer opportunities within the City and with non-profit organizations in Aurora. Coordinates and implements programs, including relevant federal and state initiatives related to volunteerism. Annual budgeted cost was reduced by direct revenues and grants resulting in a net cost per volunteer hour of \$0.44. Function includes 1 regular FTE.

#### Council Goals/Objectives:Activities Supported

Goal: Economic Vitality - Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Identify ways in which to make the Visitor's Promotion Advisory Board (VPAB) even more successful in bringing outside activities to Aurora, including small conventions & conferences (especially those of a medical nature).

Goal: Ensure a safe community for people.

Activity: Continue to promote libraries, recreation and cultural facilities and programs as "safe havens" and positive, healthy alternatives for all youth.

# Neighborhood Services

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## DESCRIPTION

Neighborhood Services consists of five divisions and 80.5 permanent employees. The divisions are: Neighborhood Support, Animal Care, Community Development, Original Aurora Renewal, and Community Relations. The mission of Neighborhood Services is to maintain community appearance and enhance the quality of life in Aurora's neighborhoods. This is accomplished through a combination of community outreach, code enforcement, and numerous neighborhood improvement programs and services. The staff is dedicated to forming partnerships with neighborhood residents and community groups to strengthen and enhance both the social fabric and physical aspects of Aurora Neighborhoods.

## BUDGET SUMMARY

Description of Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	88.60	87.60	82.50	80.50
Personal Services	4,746,397	4,731,605	4,858,507	4,975,563
Supplies and Services	4,433,529	8,686,734	5,347,203	4,547,344
Interfund Charges	84,535	102,792	106,529	133,578
Capital Related	14,700	0	12,310	0
<b>Expenditures Total</b>	<b>\$9,279,161</b>	<b>\$13,521,131</b>	<b>\$10,324,549</b>	<b>\$9,656,485</b>

## MAJOR VARIANCE EXPLANATION

In 2005, total expenditures increased \$4.2 million (45.7 percent) as the result of a change from budgeting the Community Development Fund on a cash basis to fully appropriating all funds each year. A Spring Supplemental fully appropriated all available funds for the Community Development Fund. One FTE, representing an unfilled Senior Animal Care Clerk position, was cut from the General Fund.

In 2006, Neighborhood Services appropriations decreased by \$3.2 million (23.6 percent) due primarily to the one time effect of the 2005 change in budget practice to fully appropriate the Community Development Fund. The growth of personal services by \$ 126,900 (2.7 percent) partially offset this decrease. Neighborhood Services had programmatic cuts due to the budget shortfall anticipated in 2006: funding for Aid to Agencies was reduced by 10.0 percent; 2.5 vacant positions were eliminated; 1.0 FTE filled Neighborhood Liaison position was eliminated; 1.0 FTE of an unfunded Senior Housing Counselor position was eliminated; and there was a technical correction that eliminated 0.6 FTE. The total net effect of these changes in positions was a reduction of 5.1 FTE. Two existing Code Officer positions were shifted to the Community Development Fund, bringing the total CDBG funded positions to 8.0 FTE.

In 2007, total expenditures will decrease by \$668,100 (6.5 percent), due primarily to a decrease in Community Development Fund spending by \$409,700 (7.4 percent). General Fund expenditures are anticipated to decrease by \$237,700, due largely to the elimination of funding for the Aid to Agencies program. Community Development will transfer a 1.0 FTE Code Officer and a 0.5 FTE Original Aurora Renewal Administrative Technician to General Fund. Also, Community Development will transfer a 1.0 FTE Special Events Coordinator to the Cultural Services Fund. Of the 2.5 FTE listed, 1.5 FTE are transferred within the department. In addition, a technical correction will reduce a 1.0 FTE unfunded Senior Accounting Technician position. The net effect of these changes will decrease the total FTE by 2.0. The list of budget amendments that follows describes the other 2007 budget changes.

# Neighborhood Services

BUDGET AMENDMENT REQUESTS				
Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>Community Development Fund</u>				
<i>New Appropriation</i>				
2007 Base Budget for CDBG Neighborhood Support	0.00	493,319	0	493,319
Program affected: CDBG Neighborhood Support This program is intended to work with property owners, renters and businesses to meet the requirements related to the City's zoning and housing codes for property maintenance. This amendment will provide funding for salaries and operating expenses for seven full-time Code Enforcement Officers assigned to Original Aurora. This program will perform approximately 30,000 inspections and re-inspections; 15,000 notices of violations; 2,200 multi-family inspections; 350 abatements, and 120 summons.				
2007 Base Budget for CDBG Public Facilities	0.00	195,155	0	195,155
Program affected: CDBG Public Facilities This program is intended to support the Council Goal to enhance and maintain quality public infrastructure. This amendment will fund the paving of northwest Aurora alleys within the Neighborhood Revitalization Strategy Area and streetscape improvements along the Colfax Corridor. In conjunction with Public Works, seven to eight alleys will be paved. The Streetscape funds will be used for design, engineering and construction planning, and the purchase and installation of trees, fixtures, and other improvements.				
2007 Base Budget for CDBG Public Service	0.00	425,450	0	425,450
Program affected: CDBG Public Service This program supports the effort to move families and individuals toward self-sufficiency. This amendment will fund salaries and operating expenses for the HOAP program including counseling, seminars and home ownership assistance loans. Original Aurora Renewal (OAR) will also use funds for salaries and operating expenses to support community and neighborhood leadership.				
2007 Base Budget for CDBG Rehabilitation Programs	0.00	1,337,463	0	1,337,463
Program affected: CDBG Rehabilitation This program is intended to address the issues associated with providing suitable living environment and expanding economic development opportunities. The Rehabilitation program funds projects that will increase access to affordable housing. These funds will be used for grants to assist income-eligible homeowners with emergency repairs such as furnaces, water heaters, and sewers. Commercial renovation funds are used, along with matching funds from owners, to rehabilitate the exteriors of buildings along the Colfax Corridor. Approximately 48 emergency repairs and seven commercial renovations will be completed.				

# Neighborhood Services

BUDGET AMENDMENT REQUESTS				
Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>Community Development Fund</u>				
<i>New Appropriation</i>				
2007 Base Budget for Community Development Block Grant (CDBG) Administration	0.00	532,680	0	532,680
Program affected: CDBG Administration This program provides oversight and administration of CDBG funds and programs. This amendment funds the required administration of Community Development and Original Aurora Renewal activities. These programs provide administration for approximately \$5.5 million of federal funds.				
2007 Base Budget for HOME Administration	0.00	175,540	0	175,540
Program affected: HOME Administration This program is intended to support the HUD grant goal of moving families and individuals toward self-sufficiency. This amendment will provide funding to facilitate the direct delivery of HOME projects. This includes salaries and operating expenses and covers the administration of approximately \$2.3 million of federal funds for HOME projects.				
2007 Base Budget for HOME Community Housing Development Organization	0.00	450,000	0	450,000
Program affected: HOME Community Housing and Development Organization This program supports the goal of increasing access to affordable housing options for Aurora residents. Grant funding for the program will construct, rehabilitate, and maintain existing and new affordable housing units. This amendment will provide funding for Community Housing Development Organizations. From these funds, a minimum set aside of 15.0 percent is used by two Community Housing Development Organizations (CHDOs). Funds will support 46 housing units.				
2007 Base Budget for HOME Ownership	0.00	497,460	0	497,460
Program affected: HOME Ownership This program supports the goal of moving families and individuals toward self-sufficiency. This amendment will provide funding for Home Ownership Assistance Loans and the American Dream Down Payment Initiative (ADDI). The program funds grants and loans provided to individuals and families for down payment and closing cost assistance for first time home buyers within the City of Aurora. Ten thousand dollars is the maximum assistance available for each individual loan. Approximately 74 loans will be made at an average cost of \$6,722.				

# Neighborhood Services

BUDGET AMENDMENT REQUESTS				
Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>Community Development Fund</u>				
<i>New Appropriation</i>				
2007 Base Budget for HOME Public Service	0.00	150,000	0	150,000
Program affected: HOME Public Service This program is intended to support the goals of moving families and individuals toward self-sufficiency; enhancing the economic vitality of the community; and improving the living environment of residents. This amendment will fund the Home of Our Own Program which assists families living in hotels and motels who are unable to accumulate the deposit and first month's rent to move into safe, affordable, rental units. Approximately 52 grants will be made at an average cost of \$2,884.				
2007 Base Budget for HOME Rehabilitation Programs	0.00	1,000,000	0	1,000,000
Program affected: HOME Rehabilitation This program is intended to support the HUD goal of increasing access to affordable housing and preventing homelessness while enhancing and maintaining quality public infrastructure. This amendment will provide funds for the rehabilitation of single family homes for income-eligible homeowners. Repairs must bring the entire home up to code. Approximately 28 homes will be rehabilitated at an average cost of \$35,714. (Loans are deferred, low-interest, which are due at transfer of title.)				
2007 Base Budget for Urban Renewal Project Manager	0.00	84,000	0	84,000
Program affected: CDBG Public Service This program is intended to support the goal of Colfax enrichment, economic development, and enhancing and maintaining quality public infrastructure. This amendment will fund the salary for the Urban Renewal Project Manager. It will also provide partial funding for the operating expenses needed to coordinate and execute projects in blighted areas where urban renewal plans have been adopted by the Urban Renewal Authority Board. This allocation does not count against the CDBG Public Service administration cap. This position will not be funded by CDBG in 2008.				
Add Budget to CDBG Admin due to Transfer of 0.5 FTE in Original Aurora Renewal to the General Fund	0.00	26,000	0	26,000
Program affected: CDBG Administration This program provides the necessary administration and oversight for the CDBG program. This amendment will add back needed budget for operational supplies to CDBG Administration by transferring 0.5 FTE back to General Fund. Currently, the other half of the funding for this position is in the General Fund.				

# Neighborhood Services

BUDGET AMENDMENT REQUESTS				
Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>Community Development Fund</u>				
<i>New Appropriation</i>				
Add Budget to Public Facilities due to Transfer of 1.0 FTE to Cultural Service Fund	0.00	48,440	0	48,440
Program affected: CDBG Public Facilities This program is intended to support the Council Goal to enhance and maintain quality public infrastructure. This amendment will add budget to the Public Facilities program due to the transfer of the position to the Cultural Services Fund.				
Add Funding to Public Facilities Budget due to Transfer of Code Officer	0.00	64,405	0	64,405
Program affected: CDBG Public Facilities This program is intended to support the Council Goal to enhance and maintain quality public infrastructure. This amendment will increase available funding for CDBG Public Facility projects. The transfer of 1.0 FTE from CDBG Neighborhood Support will increase funding available for CDBG Public Facilities projects.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>5,479,912</b>	<b>0</b>	<b>5,479,912</b>
<i>Budget Cut</i>				
Convert 0.5 FTE from Original Aurora Renewal CDBG to Original Aurora Renewal General Fund.	-0.50	-26,000	0	-26,000
Program affected: CDBG Administration The Original Aurora Renewal (OAR) program assists with the physical, social and economic revitalization of Original Aurora. This cut will move 0.5 FTE from OAR CDBG to OAR General Fund in order to free up funds for the operational needs of the Community Development Division.				
Convert a Code Enforcement Officer from CDBG to General Fund.	-1.00	-64,405	0	-64,405
Program affected: CDBG Neighborhood Support This program is intended to work with property owners, renters and businesses to meet the requirements related to the City's zoning and housing codes for property maintenance. This amendment will convert a Code Enforcement Officer from CDBG to Neighborhood Support General Fund. This transfer will allow for increased funding allocation to CDBG Public Facilities projects.				
FTE Technical Correction	-0.60	0	0	0
A technical correction related to the Department's total FTE count is needed in order to accurately reflect staffing levels.				

# Neighborhood Services

BUDGET AMENDMENT REQUESTS				
Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>Community Development Fund</u>				
<i>Budget Cut</i>				
Transfer North Aurora Special Events Coordinator from CDGB to Cultural Service Fund.	-1.00	-48,440	0	-48,440
<p>Program affected: CDBG Public Facilities</p> <p>This program is intended to support the Council Goal to enhance and maintain quality public infrastructure. In order to promote quality of life and improve the livability of the neighborhood, CDBG has funded a North Aurora Special Events Coordinator since 2004. This amendment will transfer the cost of this position to the Library, Recreation and Cultural Services department (LRC), and will be funded in the Cultural Services Fund. LRC did not submit an application to fund this position in CDBG for the 2007 budget. Therefore, these funds will be unavailable for this position as of January 1, 2007. This transfer will free up allocation for CDBG Public Facilities projects.</p>				
<b>Budget Cut Total</b>	<b>-3.10</b>	<b>-138,845</b>	<b>0</b>	<b>-138,845</b>
<b>Community Development Fund Total</b>	<b>-3.10</b>	<b>5,341,067</b>	<b>0</b>	<b>5,341,067</b>
<u>General Fund</u>				
<i>New Appropriation</i>				
Increase Animal Care Operations Budget	0.00	60,000	60,000	0
<p>Program affected: Animal Care</p> <p>This program supports the Council goal and objective of providing enforcement of City animal codes, providing shelter, treatment, placement, adoptions, and public education. The Animal Care division provides safe, humane shelter for displaced animals. The industry standard for provision of humane animal care is \$5 per populace. This amendment would increase the funding for the operational supply budget. The division has experienced an average budget shortfall of \$42,000 for seven out of the last ten years. The cost overruns are due to the operational needs of the animal shelter including, but not limited to: food; veterinary medical services; kennel repairs; vehicle maintenance; and software costs.</p>				
Transfer 0.5 FTE from CDBG to General Fund in Original Aurora Renewal	0.50	26,000	0	26,000
<p>Program affected: Original Aurora Renewal (OAR)</p> <p>This program supports the Council goal of assisting with the physical, social, and economic, revitalization of Original Aurora. This amendment would move 0.5 FTE from Original Aurora Renewal CDBG to OAR General Fund. This transfer would allow for reallocation of CDBG funding to provide for operational needs of the Community Development Division.</p>				

# Neighborhood Services

BUDGET AMENDMENT REQUESTS				
Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<b>General Fund</b>				
<i>New Appropriation</i>				
Transfer a Code Enforcement Officer from CDBG to the General Fund.	1.00	64,405	0	64,405
Program affected: Neighborhood Support The Code Enforcement division works in a proactive manner to assure attractive, maintained neighborhoods and safe housing. This amendment would convert the funding of one Code Enforcement Officer from CDBG to the General Fund. This change would free up CDBG budget for Public Facility projects. The cost of this conversion would be covered by the anticipated revenues from the housing reinspection fee program should it be approved by Council.				
<b>New Appropriation Total</b>	<b>1.50</b>	<b>150,405</b>	<b>60,000</b>	<b>90,405</b>
<i>Budget Cut</i>				
FTE Technical Correction	-0.40	0	0	0
A technical correction related to the Department's total FTE count is needed in order to accurately reflect staffing levels.				
<b>Budget Cut Total</b>	<b>-0.40</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>General Fund Total</b>	<b>1.10</b>	<b>150,405</b>	<b>60,000</b>	<b>90,405</b>
<b>Amendment Request Total</b>	<b>-2.00</b>	<b>5,491,472</b>	<b>60,000</b>	<b>5,431,472</b>

EXPENDITURE SUMMARY BY FUND				
Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Abatement Fund	205,855	245,538	381,678	283,203
Community Development Fund	4,247,074	8,893,387	5,750,827	5,341,067
Designated Revenues Fund	0	28,902	120,000	90,000
General Fund	4,089,390	3,961,370	3,749,219	3,511,512
Gifts & Grants Fund	736,842	391,934	322,825	430,703
<b>Expenditures Total</b>	<b>\$9,279,161</b>	<b>\$13,521,131</b>	<b>\$10,324,549</b>	<b>\$9,656,485</b>

STAFFING SUMMARY BY FUND				
Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Abatement Fund	1.00	1.00	1.00	1.00
Community Development Fund	29.00	29.00	30.30	27.20
General Fund	58.60	57.60	51.20	52.30
<b>Staffing Total</b>	<b>88.60</b>	<b>87.60</b>	<b>82.50</b>	<b>80.50</b>

# Neighborhood Services

## PROGRAM SUMMARY

### Abatement-Neighborhood Services

#### Brief Description

Abatement assures compliance with City codes.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

N/A

##### **(Est.) Cost/Unit:**

N/A

##### **Net Cost:**

\$0

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	1.00	1.00	1.00	1.00
<b>Expenditures Total</b>	<b>\$205,855</b>	<b>\$245,538</b>	<b>\$381,678</b>	<b>\$283,203</b>
Abatement Fund	205,855	245,538	381,678	283,203

#### Program Description

Abatements help ensure community maintenance for healthy and safe neighborhoods by ridding properties of weeds, trash, and nuisance buildings. This program is estimated to perform 900 abatements in 2006.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue to control noxious weeds, insects and other pests.

### Administration

#### Brief Description

Provides oversight, administration, and management of programs, budget, and personnel.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

9,656,485 Department Budget

##### **(Est.) Cost/Unit:**

\$0.0261 per budgeted dollar

##### **Net Cost:**

\$251,904

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	2.00	2.00	2.20	2.00
<b>Expenditures Total</b>	<b>\$225,653</b>	<b>\$233,731</b>	<b>\$242,203</b>	<b>\$251,904</b>
General Fund	225,653	233,731	242,203	251,904

#### Program Description

Neighborhood Services Administration provides oversight of the department and its \$9,656,485 budget, which includes the General Fund, Community Development Fund, Abatement Fund, and numerous Gifts and Grants. Provides management of the various functions associated with code enforcement, animal care, community support, and revitalization services. Substantial resources are spent in trouble shooting, special projects, and managing difficult or sensitive issues.

# Neighborhood Services

## PROGRAM SUMMARY

### Administration

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

### Aid to Agencies

#### Brief Description

This program is slated for elimination in 2007.

#### Primary Program Measures 2007 (Selected Funds)

**Volume (most recent data):**

N/A

**(Est.) Cost/Unit:**

N/A

**Net Cost:**

\$0

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$574,230</b>	<b>\$521,307</b>	<b>\$469,177</b>	<b>\$0</b>
General Fund	574,230	521,307	469,177	0

#### Program Description

The program provides supplemental funding to non-profit organizations which provide human services to Aurora residents. In 2006, grants were awarded to thirteen non-profit agencies, which in turn served 76,800 Aurora residents.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Community Relations will continue to provide support to the Key Community Response Team to dispel rumors and mitigate potential civil disputes within the community.

### Animal Care

#### Brief Description

Animal code enforcement; provide shelter, treatment, placement, adoptions, and public education.

#### Primary Program Measures 2007 (Selected Funds)

**Volume (most recent data):**

120,492 Aurora households

**(Est.) Cost/Unit:**

\$10.04 per Aurora household

**Net Cost:**

\$1,209,566

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	24.00	23.00	23.00	23.00
<b>Expenditures Total</b>	<b>\$1,363,766</b>	<b>\$1,311,234</b>	<b>\$1,350,331</b>	<b>\$1,444,451</b>
General Fund	1,363,766	1,311,234	1,350,331	1,444,451

# Neighborhood Services

## PROGRAM SUMMARY

### Animal Care

#### Program Description

Animal Care provides enforcement of City ordinances (barking dogs, running-at-large or vicious animals, etc...) and serves as liaison to the Health Department for diseases transmittable from animals to people (rabies, plague, West Nile, etc...) The staff educates the public regarding proper care of pets and provides tips on dealing with wildlife. The Animal Shelter picks-up and cares for abandoned, mistreated, or lost pets; and a strong adoption program is promoted. Shelter operations of care and treatment for the animals are seven days per week. Animal Care provides six days per-week field coverage with 13 Animal Care Officers. Animal Care generates revenue through court fines and fees which offset the cost of operation by an estimated \$360,000. Donations and grants help augment operational costs.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

### Animal Care Gifts

#### Brief Description

Gifts received from organizations, groups, and individuals to be used for the care of animals.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

N/A

##### **(Est.) Cost/Unit:**

N/A

##### **Net Cost:**

\$0

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$18,739</b>	<b>\$93,911</b>	<b>\$188,191</b>	<b>\$80,000</b>
Designated Revenues Fund	0	8,902	100,000	70,000
Gifts & Grants Fund	18,739	85,009	88,191	10,000

#### Program Description

These grants and donations are used for veterinarian services, vaccinations, food, and equipment to supplement the General Fund appropriation for Animal Care services.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

### CDBG Administration

#### Brief Description

Provides oversight, administration, and management of CDBG, HOME, Brownfields, and ESG programs and projects.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

3,068,067 Total CDBG Budget

##### **(Est.) Cost/Unit:**

\$0.1736 per dollar of CDBG budget

##### **Net Cost:**

\$532,680

# Neighborhood Services

## PROGRAM SUMMARY

### CDBG Administration

<u>Summary of Appropriations</u>				
	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	8.25	8.75	8.30	7.20
<b>Expenditures Total</b>	<b>\$451,032</b>	<b>\$443,219</b>	<b>\$501,855</b>	<b>\$532,680</b>
Community Development Fund	451,032	443,219	501,855	532,680

Program Description

Provide salaries and operating expenses for the general administration of the City's Community Development Block Grant (CDBG) program.

Council Goals/Objectives:Activities Supported

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Complete and implement the plan for the strategic area along Colfax Avenue, east of I-225.

### CDBG Neighborhood Support

Brief Description

Neighborhood Support coverage for HUD approved Neighborhood Revitalization Strategy Area (NRSA) to assure a well-maintained city and housing stock.

Primary Program Measures 2007 (Selected Funds)

**Volume (most recent data):**

30,000 Inspections projected for 2007

**(Est.) Cost/Unit:**

\$14.3 per inspection

**Net Cost:**

\$428,914

<u>Summary of Appropriations</u>				
	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	6.00	6.00	8.00	7.00
<b>Expenditures Total</b>	<b>\$331,000</b>	<b>\$322,929</b>	<b>\$472,627</b>	<b>\$428,914</b>
Community Development Fund	331,000	322,929	472,627	428,914

Program Description

This program helps assure community maintenance, neighborhood appearance, and standards for single family homes, multi-family rental units, and commercial properties in Original Aurora and NRSA.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

Goal: Support effective efforts to integrate/orient an increasingly diverse community.

Activity: Provide accommodation and access assistance to people with disabilities.

# Neighborhood Services

## PROGRAM SUMMARY

### CDBG Public Facilities

#### Brief Description

CDBG funds used for area benefits such as Northwest Alley Paving, Colfax streetscape, and Kroc project.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

55,606 Population in Original Aurora (2006 estimated)

##### **(Est.) Cost/Unit:**

\$5.539 per resident in Original Aurora

##### **Net Cost:**

\$308,000

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$489,798</b>	<b>\$1,013,756</b>	<b>\$485,000</b>	<b>\$308,000</b>
Community Development Fund	489,798	1,013,756	485,000	308,000

#### Program Description

CDBG funds are used for area benefits such as the Northwest Alley Paving project, Colfax Avenue Streetscape, and Kroc community recreation center project.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Safe Streets Program.

### CDBG Public Service

#### Brief Description

Provide oversight for Home Ownership Assistance, Original Aurora Renewal, and Home of Our Own.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

306,908 Population (2006 estimated)

##### **(Est.) Cost/Unit:**

\$1.5021 per resident

##### **Net Cost:**

\$461,010

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	4.25	3.75	6.00	5.00
<b>Expenditures Total</b>	<b>\$272,815</b>	<b>\$489,452</b>	<b>\$271,275</b>	<b>\$461,010</b>
Community Development Fund	272,815	489,452	271,275	461,010

#### Program Description

Salaries and operating expenses for the Home Ownership Assistance program, OAR, the Urban Renewal Project Manager, and partial funding for a residential specialist for Home of Our Own.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

# Neighborhood Services

## PROGRAM SUMMARY

### CDBG Rehabilitation Programs

#### Brief Description

Provide oversight for all federally funded rehabilitation programs within Community Development.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

306,908 Population in Aurora (2006 estimate)

##### **(Est.) Cost/Unit:**

\$4.3579 per resident

##### **Net Cost:**

\$1,337,463

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	3.50	3.50	5.00	5.00
<b>Expenditures Total</b>	<b>\$1,034,386</b>	<b>\$2,219,390</b>	<b>\$1,498,817</b>	<b>\$1,337,463</b>
Community Development Fund	1,034,386	2,219,390	1,498,817	1,337,463

#### Program Description

Funds salaries and operating expenses for all administration costs of all rehabilitation programs, including the Single Family Rehab, Emergency Repairs, Commercial Renovation, Hazardous Tree Removal, Multi-family Rehab, and Lead-Based Paint programs.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

### Community Relations

#### Brief Description

Resource for human, community, social, cultural, and language services.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

306,908 Population in Aurora (2006 estimate)

##### **(Est.) Cost/Unit:**

\$0.507 per resident

##### **Net Cost:**

\$155,606

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	3.50	3.50	2.00	2.00
<b>Expenditures Total</b>	<b>\$217,324</b>	<b>\$173,117</b>	<b>\$151,169</b>	<b>\$155,606</b>
General Fund	217,324	173,117	151,169	155,606

#### Program Description

This function supports volunteer commissions and committees, such as Kaleidoscope Aurora, Key Community Response Team, and the Community of Faith; as well as support to the Human Relations and Veterans Affairs Commissions. Language barriers are bridged through the Multilingual Community Services Directory and Facets newsletters. Ethnic celebrations and commemorations are organized - the Kaleidoscope Heritage Affair at the Fox Theatre with 250 attendees; the Martin Luther King, Jr. Commemorations, attended by an estimated 2,000 people in 2005; and the Cultural Legacy Series of music and dance performances at the Fox Theatre, for an estimated 5,000 elementary students and staff from up to 5 schools.

# Neighborhood Services

## PROGRAM SUMMARY

### Community Relations

#### Council Goals/Objectives:Activities Supported

Goal: Enhance Aurora's identity and raise awareness of the City's many qualities.

Activity: Continue to facilitate communication with public relation professionals that interact with Aurora.

Goal: Ensure a safe community for people.

Activity: Community Relations will continue to provide support to the Key Community Response Team to dispel rumors and mitigate potential civil disputes within the community.

### Community Relations Gifts

#### Brief Description

Gift provided by entities to support the Community Relations division.

#### Primary Program Measures 2007 (Selected Funds)

**Volume (most recent data):**

N/A

**(Est.) Cost/Unit:**

N/A

**Net Cost:**

\$0

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$12,538</b>	<b>\$15,653</b>	<b>\$19,376</b>	<b>\$0</b>
Gifts & Grants Fund	12,538	15,653	19,376	0

#### Program Description

In 2007 the funding for any gifts was moved to Spirit of Aurora, Finance Department.

#### Council Goals/Objectives:Activities Supported

Goal: N/A

Activity: N/A

### Emergency Shelter Grants

#### Brief Description

Pass-through federal funds for grants to non-profit emergency shelter providers.

#### Primary Program Measures 2007 (Selected Funds)

**Volume (most recent data):**

N/A

**(Est.) Cost/Unit:**

N/A

**Net Cost:**

\$0

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$44,490</b>	<b>\$125,696</b>	<b>\$107,655</b>	<b>\$108,000</b>
Gifts & Grants Fund	44,490	125,696	107,655	108,000

# Neighborhood Services

## PROGRAM SUMMARY

### Emergency Shelter Grants

#### Program Description

Grants for non-profit emergency shelter providers (Comitis, Gateway, and Arapahoe House). This grant served 467 people.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Care program.

### HOAP Gifts

#### Brief Description

Funds received from organizations which are interested in placing new homeowners in safe and stable housing.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

N/A

##### **(Est.) Cost/Unit:**

N/A

##### **Net Cost:**

\$0

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$19,910</b>	<b>\$44,278</b>	<b>\$70,593</b>	<b>\$50,000</b>
Gifts & Grants Fund	19,910	44,278	70,593	50,000

#### Program Description

Funds are received from organizations interested in placing new homeowners in safe and stable housing. These funds are used for seminars, counseling, and education. 2,088 people were served by this program.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

### HOME Administration

#### Brief Description

Oversight for all HOME programs for eligible homeowners and renters.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

2,273,000 Total HOME budget

##### **(Est.) Cost/Unit:**

\$0.0772 per dollar of HOME budget

##### **Net Cost:**

\$175,540

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	7.00	7.00	3.00	3.00
<b>Expenditures Total</b>	<b>(\$225,757)</b>	<b>\$191,829</b>	<b>\$170,539</b>	<b>\$175,540</b>
Community Development Fund	-225,757	191,829	170,539	175,540

# Neighborhood Services

## PROGRAM SUMMARY

### HOME Administration

#### Program Description

Programs include all HOME programs such as Home of Our Own, Single Family Rehabilitation, Home Ownership Assistance, and Community Housing Development Organizations.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

### HOME Community Housing Development Organization

#### Brief Description

Non-profit organizations which use HOME funds to provide safe and affordable housing to Aurora citizens.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

46 Housing units projected by Aurora Housing Corp. and Habitat for Humanity

##### **(Est.) Cost/Unit:**

\$9,783 per housing unit

##### **Net Cost:**

\$450,000

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$142,500</b>	<b>\$192,083</b>	<b>\$1,000,873</b>	<b>\$450,000</b>
Community Development Fund	142,500	192,083	1,000,873	450,000

#### Program Description

The HOME program requires funding to Aurora's Community Housing Development Organizations (CHDOs), which provide affordable housing to Aurora citizens.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Care program.

### HOME Ownership

#### Brief Description

Provide counseling and direct financial assistance to income eligible first time homebuyers.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

74 Homeownership loans

##### **(Est.) Cost/Unit:**

\$6,722 per homeownership loan

##### **Net Cost:**

\$497,460

# Neighborhood Services

## PROGRAM SUMMARY

### HOME Ownership

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$598,800</b>	<b>\$710,900</b>	<b>\$746,479</b>	<b>\$497,460</b>
Community Development Fund	598,800	710,900	746,479	497,460

#### Program Description

Funds are to provide direct financial assistance to first time homebuyers. This assistance to income eligible and qualified potential homeowners includes down payment along with all allowable closing costs in the form of a deferred second mortgage. This program is also funded by the General Fund transfer for the HOME match requirement.

#### Council Goals/Objectives:Activities Supported

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Work with developers, the Housing Authority, AEDC, and others on a balanced housing stock.

### HOME Public Service

#### Brief Description

Provides counseling and financial assistance to homeless families currently living in motels.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

52 Families assisted

##### **(Est.) Cost/Unit:**

\$2,885 per family assisted

##### **Net Cost:**

\$150,000

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$50,000</b>	<b>\$70,000</b>	<b>\$100,000</b>	<b>\$150,000</b>
Community Development Fund	50,000	70,000	100,000	150,000

#### Program Description

Home of Our Own provides security deposit and 75.0 percent of the first month's rental for income eligible families living in East Colfax motels.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

# Neighborhood Services

## PROGRAM SUMMARY

### HOME Rehabilitation Programs

#### Brief Description

Providing loans and grants to income eligible homeowners to maintain the existing housing stock.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

28 Homes rehabilitated

##### **(Est.) Cost/Unit:**

\$35,714 per homes rehabilitated

##### **Net Cost:**

\$1,000,000

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$1,127,500</b>	<b>\$3,014,829</b>	<b>\$503,362</b>	<b>\$1,000,000</b>
Community Development Fund	1,127,500	3,014,829	503,362	1,000,000

#### Program Description

Funds are provided for deferred payment loans for income eligible Aurora homeowners for repairs to bring the homes to a safe and livable condition.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

### Human Relations and Veterans Affairs Commissions

#### Brief Description

City Council appointed commissions.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

N/A

##### **(Est.) Cost/Unit:**

N/A

##### **Net Cost:**

\$9,978

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$105</b>	<b>\$9,974</b>	<b>\$9,978</b>
General Fund	0	105	9,974	9,978

#### Program Description

Community Relations provides staff support to these commissions. The 2006 budget for the Human Relations Commission is \$9,575 and for the Veterans Affairs Commission is \$399.

#### Council Goals/Objectives:Activities Supported

Goal: Support effective efforts to integrate/orient an increasingly diverse community.

Activity: Celebrate/appreciate diversity through departmental program activities, events, and services aimed at a multicultural audience.

# Neighborhood Services

## PROGRAM SUMMARY

### Neighborhood Liaison

#### Brief Description

Serves as the City's service link to 350 neighborhood organizations

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

306,908 Aurora citizens (population)

##### **(Est.) Cost/Unit:**

\$0.7265 per Aurora resident

##### **Net Cost:**

\$222,971

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	4.00	4.00	3.00	3.00
<b>Expenditures Total</b>	<b>\$264,211</b>	<b>\$274,170</b>	<b>\$219,966</b>	<b>\$222,971</b>
General Fund	264,211	274,170	219,966	222,971

#### Program Description

The Neighborhood Liaison program provides Aurora's 350 registered neighborhoods with a link to their municipal government. It includes the Neighborhood Registration Program, organizational and project assistance, support for the Fence Replacement Program, administration of the Block Party Permit Program, Learn About Aurora classes, and Neighbor-to-Neighbor Roundtables, meeting set-ups, community improvement opportunities, and numerous requests for service.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

### Neighborhood Support Code Enforcement

#### Brief Description

Neighborhood Support assures a well-maintained city and housing stock.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

56,000 inspections projected for 2007

##### **(Est.) Cost/Unit:**

\$21.23 per inspection

##### **Net Cost:**

\$1,189,149

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	23.10	23.10	20.50	21.30
<b>Expenditures Total</b>	<b>\$1,305,632</b>	<b>\$1,353,201</b>	<b>\$1,274,565</b>	<b>\$1,367,781</b>
General Fund	1,305,632	1,350,701	1,274,565	1,367,781
Gifts & Grants Fund	0	2,500	0	0

# Neighborhood Services

## PROGRAM SUMMARY

### Neighborhood Support Code Enforcement

#### Program Description

Neighborhood Support Code Enforcement promotes and encourages a positive physical image of Aurora's neighborhoods through education, mediation, and proactive, complaint-based enforcement of the City's zoning (weeds, trash, landscape maintenance, unlawful vehicles, business signs, etc.), and multi-family housing codes. Inspection activities include site plans, systematic multi-family housing program, commercial properties, and land use. An estimated 80.0 percent of Access Aurora service requests from citizens are directed to Neighborhood Support. In 2007, CDBG will fund seven Code Enforcement Officers assigned to Original Aurora neighborhoods at a cost of \$428,914; and the General Fund will fund the remaining 13 Code Enforcement Officers; as well as, management and support staff. Neighborhood Support generates revenue through court fines and reinspection fees which partially offset the cost of operation by an estimated \$95,000. An additional \$182,500 in revenue is projected with the new multi-family housing reinspection fee program.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

### Original Aurora Renewal

#### Brief Description

Assists with the physical, social, and economic revitalization of Original Aurora.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

476,137 Federal Grant dollars administered (CDBG and Weed & Seed)

##### **(Est.) Cost/Unit:**

\$0.1235 per grant dollar administered

##### **Net Cost:**

\$58,821

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	2.00	2.00	0.50	1.00
<b>Expenditures Total</b>	<b>\$74,479</b>	<b>\$97,005</b>	<b>\$31,834</b>	<b>\$58,821</b>
General Fund	74,479	97,005	31,834	58,821

#### Program Description

Original Aurora Renewal provides a wide array of educational outreach services, community-based programs, and neighborhood improvement activities. The projected 2007 budget of \$534,958, of which \$58,821 comes from the General Fund. The other \$476,137 is from grant funding: \$225,000 from the U. S. Department of Justice Weed and Seed and \$251,137 in Community Development Block Grant funding. The General Fund's \$58,821 pays some operating costs and covers an administrative support position.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

### Original Aurora Renewal Gifts

#### Brief Description

Original Aurora Renewal is actively engaged in fundraising efforts for number activities and community-building programs.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

N/A

##### **(Est.) Cost/Unit:**

N/A

##### **Net Cost:**

\$0

# Neighborhood Services

## PROGRAM SUMMARY

### Original Aurora Renewal Gifts

<u>Summary of Appropriations</u>				
	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$23,388</b>	<b>\$11,548</b>	<b>\$37,010</b>	<b>\$25,000</b>
Gifts & Grants Fund	23,388	11,548	37,010	25,000

Program Description

Original Aurora Renewal is actively engaged in fundraising efforts for numerous activities and community-building programs. This program serves residents in the Original Aurora area.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

### Redevelopment Agencies (NABA)

Brief Description

This program has been realigned into other programs for reporting purposes starting in 2005.

Primary Program Measures 2007 (Selected Funds)

**Volume (most recent data):**

N/A

**(Est.) Cost/Unit:**

N/A

**Net Cost:**

\$20,000

<u>Summary of Appropriations</u>				
	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>
Designated Revenues Fund	0	20,000	20,000	20,000
General Fund	20,000	0	0	0

Program Description

Financial assistance to the Northern Aurora Business Association.

Council Goals/Objectives:Activities Supported

Goal: Economic Vitality - Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Identify ways to provide more support to the development /redevelopment of key commercial corridors such as Havana, Abilene, Colfax, etc.

# Neighborhood Services

## PROGRAM SUMMARY

### Weed and Seed Grants

**Brief Description**

Department of Justice Community Capacity Development grant.

**Primary Program Measures 2007 (Selected Funds)**
**Volume (most recent data):**

N/A

**(Est.) Cost/Unit:**

N/A

**Net Cost:**

\$0

**Summary of Appropriations**

	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Projection</b>	<b>2007 Adopted</b>
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$146,211</b>	<b>\$106,293</b>	<b>\$0</b>	<b>\$237,703</b>
Gifts & Grants Fund	146,211	106,293	0	237,703

**Program Description**

Original Aurora Renewal administers a five-year grant totaling nearly \$1.0 million from the Department of Justice Community Capacity Development Office (CCDO). This funding is aimed at reducing crime and improving the quality of life in a 166-block area along the Colfax Corridor.

**Council Goals/Objectives:Activities Supported**

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

# Non-Departmental

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## DESCRIPTION

The Non-Departmental (transfers) budget was established to centralize non-specific costs. Areas covered include: building lease payments; other debt service payments; operating transfers, including transfers to the Capital Projects Fund; snow removal; incentive payments; the compensation reserve; and other charges. This portion of the budget is managed by the Office of Budget & Financial Planning.

## BUDGET SUMMARY

Description of Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Personal Services	1,500,223	5,826,296	6,202,894	6,834,669
Supplies and Services	7,797,082	19,091,958	2,765,197	5,026,403
Interfund Charges	19,958	100,175	118,253	139,434
Debt Related	7,909,976	7,912,901	8,418,546	8,131,161
Capital Related	-646	49,296	140,000	140,349
Transfers Out	36,601,102	38,722,630	39,415,937	35,811,692
<b>Expenditures Total</b>	<b>\$53,827,695</b>	<b>\$71,703,256</b>	<b>\$57,060,827</b>	<b>\$56,083,708</b>

## MAJOR VARIANCE EXPLANATION

Non-Departmental expenditures vary considerably from year-to-year due to the one-time nature of many of the expenditures. For 2005, total expenditures increased \$17.9 million (33.2 percent), primarily due to an \$11.3 million increase in supplies and services as the Aurora City Place incentive was paid off using proceeds from Certificates of Participation (COPs) and replaced with a debt service payment. Transfers out experienced a \$2.1 million increase, all of which can be attributed to an increased transfer to the Capital Projects Fund. An augmented contribution to old hire pensions raised personal services costs \$4.3 million.

The projected budget for 2006 produces a \$14.6 million (20.4 percent) decrease in total expenditures, largely due to a \$16.3 million decrease in supplies and services. Part of this decrease is caused by the elimination of the one-time Aurora City Place payoff. Also contributing to the decrease in supplies and services are reductions in development agreement reimbursements. While planned set-asides for reimbursements remain constant, requests for payments have been fewer than expected in 2006. Personal services are expected to increase \$376,600, due mainly to a \$200 per person bonus housed in Non-Departmental and increases in personal service costs related to snow removal. Transfers out will increase \$693,300, in spite of budget cuts to the Capital Projects Fund transfer that affected Public Works, Parks, Library, and Development Services projects. These cuts are offset by one-time transfers, including a \$2.5 million transfer to the Capital Projects Fund for the construction of a fire station and a \$2.0 million transfer to the Designated Revenues Fund for economic development purposes and efficiency improvements.

The 2007 adopted budget reflects a decrease of \$977,100 (1.7 percent) from the 2006 projection, resulting primarily from a \$3.6 million decline in transfers out. The largest reductions to transfers out are a \$1.3 million reduction in transfers made to the Designated Revenues Fund and a \$4.2 million reduction in transfers made to the Capital Projects Fund, due to the non-recurrence of 2006 one-time transfers. The reduction in transfers out was offset slightly due to increased transfers to the Tabor

# Non-Departmental

## MAJOR VARIANCE EXPLANATION

and Policy Reserve Funds. A one-time transfer of \$381,000 will also be made to fund the Northern Aurora Business Association, Adams County Economic Development, and Aurora Economic Development Council. Finally, a \$1.7 million transfer will be made in 2007 from the Development Review Fund to the General Fund. This transfer has traditionally been made out of the primary departments associated with the Development Review Fund, but will now be made from Non-Departmental. The transfer reimburses the General Fund for overhead costs associated with revenues in the Development Review Fund. Personal services is increasing \$631,800 due to Non-Departmental housing a 3.5 percent pay increase, partially offset by \$2.0 million of savings in the contribution to old hire pension, and a reduction of the compensation reserve in anticipation of vacancy savings. Also helping to offset the pay increase is a decrease in personal services related grant spending. A non-recurrence of budget savings from development incentives is the primary cause of the \$2.3 million increase in supplies and services. Additional information on the budget amendments is located on the following pages.

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>Designated Revenues Fund</u>				
<i>New Appropriation</i>				
Agencies with a Nexus to Law Enforcement	0.00	411,716	411,716	0
Program affected: Operating Transfers and Other Payments This amendment is for funding agencies with a nexus to the activities of the criminal justice system. Funding is offset through a court surcharge.				
Increase to Support Additional VPAB Event Requests - Funded Primarily from Existing Fund Balance	0.00	62,705	0	62,705
Program affected: Operating Transfers and Other Payments This add is intended to meet the Council's goal that Aurora be the best city in which to locate, expand, and operate a business. In addition to the \$151,696 added in the General Fund to restore the VPAB transfer, \$62,705 is being added in the Designated Revenues Fund to account for an expected increase in expenditures in 2007 due to an increase in event requests from the community. New event requests include an air show and a Colorado freedom memorial. This increase will be funded primarily from existing fund balance.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>474,421</b>	<b>411,716</b>	<b>62,705</b>
<b>Designated Revenues Fund Total</b>	<b>0.00</b>	<b>474,421</b>	<b>411,716</b>	<b>62,705</b>
<u>Development Review Fund</u>				
<i>New Appropriation</i>				
Transfer Funding for NABA, ACED, and AEDC to Designated Revenue Fund	0.00	381,000	0	381,000
Program affected: Operating Transfers and Other Payments This add is intended to meet the Council's goal that Aurora be the best city in which to locate, expand, and operate a business. The add pays for one year of funding for Northern Aurora Business Association (NABA), Adams County Economic Development (ACED), and Aurora Economic Development Council (AEDC).				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>381,000</b>	<b>0</b>	<b>381,000</b>

# Non-Departmental

BUDGET AMENDMENT REQUESTS				
Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>Development Review Fund</u>				
<b>Development Review Fund Total</b>	<b>0.00</b>	<b>381,000</b>	<b>0</b>	<b>381,000</b>
<u>Emergency Contingency Fund</u>				
<i>New Appropriation</i>				
Transfer of Emergency Contingency Fund Interest to the General Fund for Police Recruitment Bonuses	0.00	36,000	0	36,000
Program affected: Operating Transfers and Other Payments This is a transfer of interest earnings from the Emergency Contingency Fund for the purposes of bonuses to be used for Police recruiting.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>36,000</b>	<b>0</b>	<b>36,000</b>
<b>Emergency Contingency Fund Total</b>	<b>0.00</b>	<b>36,000</b>	<b>0</b>	<b>36,000</b>
<u>General Fund</u>				
<i>New Appropriation</i>				
Funding for Aurora Employee Bonus Plan	0.00	100,000	0	100,000
Program affected: Compensation Reserve The add provides funding for the Aurora employee bonus plan. The bonus program has not been utilized in recent years. Funding for bonuses is intended to help reduce turnover and improve recruitment.				
Policy and TABOR Reserve Fund Transfer	0.00	623,069	0	623,069
Program affected: Operating Transfers and Other Payments This add is intended to meet City mandates for reserve funds. Due to the increase in revenues and expenditures, an additional amount will need to be transferred to the Policy Reserve and TABOR Reserve funds in order to remain at the required reserve levels (10.0 percent in Policy Reserve and 3.0 percent in TABOR Reserve).				
Restore VPAB Transfer	0.00	151,696	0	151,696
Program affected: Operating Transfers and Other Payments This add is intended to help meet the Council's goal that Aurora be the best city in which to locate, expand, and operate a business. In 2006, the Visitor's Promotion Advisory Board transfer was restored to 10 percent of the 2004 lodger's tax (\$3,124,783) less \$50,000 - the amount of General Fund budgeted for VPAB-sponsored special events. 50 percent of this transfer was then eliminated. This add would restore the 2007 Visitor's Promotion Advisory Board transfer to \$282,925 (10 percent of the 2005 lodger's tax (\$3,329,246) less \$50,000). \$6,000 of the funding is intended for the Aurora Asian Film Festival.				
Transfer of Emergency Contingency Fund Interest to the General Fund for Police Recruitment Bonuses	0.00	0	36,000	-36,000
Program affected: Operating Transfers and Other Payments This is a transfer of interest earnings from the Emergency Contingency Fund for the purposes of bonuses to be used for Police recruiting.				

# Non-Departmental

BUDGET AMENDMENT REQUESTS				
Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>General Fund</u>				
<i>New Appropriation</i>				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>874,765</b>	<b>36,000</b>	<b>838,765</b>
<i>Budget Cut</i>				
Compensation Reserve Reduction	0.00	-63,345	0	-63,345
Program affected: Compensation Reserve This is reduction of the compensation reserve in anticipation of vacancy savings.				
<b>Budget Cut Total</b>	<b>0.00</b>	<b>-63,345</b>	<b>0</b>	<b>-63,345</b>
<b>General Fund Total</b>	<b>0.00</b>	<b>811,420</b>	<b>36,000</b>	<b>775,420</b>
<b>Amendment Request Total</b>	<b>0.00</b>	<b>1,702,841</b>	<b>447,716</b>	<b>1,255,125</b>

EXPENDITURE SUMMARY BY FUND				
Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Abatement Fund	0	0	200	1,285
Arapahoe County Open Space Fund	0	0	1,570	13,888
Community Maintenance Fund	2,485,000	4,009	0	0
Conservation Trust Fund	0	0	830	11,331
Cultural Services Fund	0	0	3,400	31,326
Debt Service (GO) Fund	7,973,012	7,976,113	8,007,391	8,017,131
Debt Service (SID) Fund	0	561,418	476,555	299,837
Designated Revenues Fund	7,903,048	20,050,551	4,128,136	6,148,439
Development Review Fund	15,541	762,000	21,850	2,386,950
Emergency Contingency Fund	0	316,700	338,850	36,000
Enhanced E-911 Fund	0	0	1,000	10,816
Fleet Management Fund	0	0	7,400	67,751
General Fund	35,291,300	41,518,531	43,596,372	38,055,097
Gifts & Grants Fund	40,306	320,859	215,351	837
Golf Courses Fund	0	0	9,800	92,863
Policy Reserve Fund	119,488	163,075	162,558	50,468
Print Shop Fund	0	0	500	4,928
Recreation Fund	0	0	21,664	118,276
Risk Management Fund	0	0	2,000	19,100
Surplus & Deficiency Fund	0	30,000	0	0
Wastewater Fund	0	0	24,070	255,399
Water Fund	0	0	41,330	461,986
<b>Expenditures Total</b>	<b>\$53,827,695</b>	<b>\$71,703,256</b>	<b>\$57,060,827</b>	<b>\$56,083,708</b>

# Non-Departmental

## PROGRAM SUMMARY

### Building Leases

#### Brief Description

Leases for City Buildings

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

576,150 total leased square footage

##### **(Est.) Cost/Unit:**

\$10.76 per leased square foot

##### **Net Cost:**

\$6,198,000

#### Summary of Appropriations

	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Projection</b>	<b>2007 Adopted</b>
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$7,116,944</b>	<b>\$6,076,158</b>	<b>\$6,263,000</b>	<b>\$6,198,000</b>
Designated Revenues Fund	1,122,467	1,057,738	1,005,000	565,000
General Fund	5,994,477	5,018,420	5,258,000	5,633,000

#### Program Description

This function accounts for lease payments for the AMC and other City buildings. The leases are held with the Aurora Capital Leasing Corporation (ACLC), the capital leasing arm of the City. The ACLC Board members are City staff. ACLC borrows money to purchase or construct the buildings. The lease payments from the City are used by ACLC to pay debt service on the borrowings.

#### Council Goals/Objectives:Activities Supported

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue to work on the development of City Center as a primary activity center.

### Compensation Reserve

#### Brief Description

Funding for Employee Compensation  
Increase - Undistributed

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

2,852 total FTE

##### **(Est.) Cost/Unit:**

\$2,104 per FTE

##### **Net Cost:**

\$6,000,000

# Non-Departmental

## PROGRAM SUMMARY

### Compensation Reserve

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$503,602</b>	<b>\$4,601,101</b>	<b>\$5,152,770</b>	<b>\$6,000,000</b>
Abatement Fund	0	0	200	1,285
Arapahoe County Open Space Fund	0	0	1,570	13,888
Conservation Trust Fund	0	0	830	11,331
Cultural Services Fund	0	0	3,400	31,326
Designated Revenues Fund	0	0	4,600	46,699
Development Review Fund	0	0	21,850	280,352
Enhanced E-911 Fund	0	0	1,000	10,816
Fleet Management Fund	0	0	7,400	67,751
General Fund	503,602	4,601,101	5,012,456	4,583,163
Gifts & Grants Fund	0	0	100	837
Golf Courses Fund	0	0	9,800	92,863
Print Shop Fund	0	0	500	4,928
Recreation Fund	0	0	21,664	118,276
Risk Management Fund	0	0	2,000	19,100
Wastewater Fund	0	0	24,070	255,399
Water Fund	0	0	41,330	461,986

#### Program Description

This function provides partial funding for employee compensation. The bulk of this item is old hire pension contributions.

#### Council Goals/Objectives:Activities Supported

Goal: All

Activity: All

### Declared Emergencies

#### Brief Description

Placeholder for FEMA-Katrina reimbursement

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

N/A

##### **(Est.) Cost/Unit:**

N/A

##### **Net Cost:**

\$0

# Non-Departmental

## PROGRAM SUMMARY

### Declared Emergencies

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$268,232</b>	<b>\$855</b>	<b>\$0</b>
Gifts & Grants Fund	0	268,232	855	0

#### Program Description

This program provides a placeholder for the FEMA-Katrina reimbursement.

#### Council Goals/Objectives:Activities Supported

Goal: N/A

Activity: N/A

### Developer Incentives

#### Brief Description

Incentives and revenue cost-sharing agreements

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

15,120,970 total sales tax received from incentivised retailers

##### **(Est.) Cost/Unit:**

\$0.3174 per sales tax dollar received from incentivised retail

##### **Net Cost:**

\$4,799,841

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$6,280,581</b>	<b>\$15,939,293</b>	<b>\$2,805,135</b>	<b>\$4,799,841</b>
Designated Revenues Fund	6,280,581	15,939,293	2,805,135	4,799,841

#### Program Description

This program includes incentive payments made to developers and companies, as well as payments made for revenue cost-sharing agreements. The cost benefit analysis only includes sales tax based incentives. Any cannibalization that may occur as a result of new development is outside the scope of this cost benefit analysis.

#### Council Goals/Objectives:Activities Supported

Goal: Economic Vitality - Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Identify ways to provide more support to the development /redevelopment of key commercial corridors such as Havana, Abilene, Colfax, etc.

# Non-Departmental

## PROGRAM SUMMARY

### DIA Noise Mitigation

#### Brief Description

Expenditures associated with Denver International Airport noise mitigation

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

N/A

##### **(Est.) Cost/Unit:**

N/A

##### **Net Cost:**

\$0

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$500,000</b>	<b>\$2,992,520</b>	<b>\$55,800</b>	<b>\$0</b>
Designated Revenues Fund	500,000	2,992,520	55,800	0

#### Program Description

This program houses revenues and some expenditures associated with Denver International Airport noise mitigation. The bulk of anticipated expenditures will come in the form of transfers to other departments.

#### Council Goals/Objectives:Activities Supported

Goal: N/A

Activity: N/A

### Emergency Contingency

#### Brief Description

Unforeseen expenditures

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

N/A

##### **(Est.) Cost/Unit:**

N/A

##### **Net Cost:**

\$36,000

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$316,700</b>	<b>\$338,850</b>	<b>\$36,000</b>
Emergency Contingency Fund	0	316,700	338,850	36,000

#### Program Description

Provides funding for expenditures which could not have been readily foreseen at the time of budget preparation. All expenditures require approval of the City Council. Expenditures in 2005 allowed for the clean up, pruning, and replacement of trees damaged in an ice storm. In 2006, City Council approved the use of money from the Emergency Contingency Fund to support Aid to Agencies. For 2007, Council made the decision to send the interest from this fund to the General Fund for Police recruitment bonuses.

# Non-Departmental

## PROGRAM SUMMARY

### Emergency Contingency

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Achieve a 2006 budget that is balanced using a minimum of one-time solutions.

### EOEP Plan Contributions

#### Brief Description

Employer contribution to the EOEP pension plan.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

22 employees covered by EOEP

##### **(Est.) Cost/Unit:**

\$17,071 per employee covered by EOEP

##### **Net Cost:**

\$375,569

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$459,610</b>	<b>\$480,627</b>	<b>\$590,065</b>	<b>\$375,569</b>
General Fund	419,304	428,000	375,669	375,569
Gifts & Grants Fund	40,306	52,627	214,396	0

#### Program Description

The EOEP (Elected Officials' and Executive Personnel Defined Benefit Plan) Plan provides base and supplemental retirement benefits to members of the City Council and a standard retirement benefit to executive personnel. The plan is a non-contributory single employer defined benefit pension from the participants perspective.

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Achieve a 2005 actual bottom-line that shows a fund balance that is better than budgeted.

### General Obligation Debt Service

#### Brief Description

Principal and interest on general obligation bonds

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

306,000 residents

##### **(Est.) Cost/Unit:**

\$20.46 per resident

##### **Net Cost:**

\$6,259,481

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$6,223,067</b>	<b>\$6,217,586</b>	<b>\$6,246,586</b>	<b>\$6,259,481</b>
Debt Service (GO) Fund	6,223,067	6,217,586	6,246,586	6,259,481

# Non-Departmental

## PROGRAM SUMMARY

### General Obligation Debt Service

#### Program Description

Accounts for the payment of principal and interest on general obligation bonds. General obligation bonds are issued for improvements such as infrastructure projects and are backed by the full faith and credit of the City.

#### Council Goals/Objectives:Activities Supported

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Complete and begin implementation of the Services and Facilities Master Plan.

### Operating Transfers & Other Payments

#### Brief Description

Transfers of monies to other funds

#### Primary Program Measures 2007 (Selected Funds)

Volume (most recent data):

N/A

(Est.) Cost/Unit:

N/A

Net Cost:

\$28,715,118

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$28,953,949</b>	<b>\$31,499,117</b>	<b>\$31,816,378</b>	<b>\$28,715,118</b>
Community Maintenance Fund	2,455,000	4,009	0	0
Debt Service (SID) Fund	0	511,411	147,329	80,228
Designated Revenues Fund	0	61,000	257,601	736,899
Development Review Fund	15,541	762,000	0	2,106,598
General Fund	26,363,920	29,997,622	31,248,890	25,740,925
Policy Reserve Fund	119,488	163,075	162,558	50,468

#### Program Description

This function centralizes transfers of monies to other funds that are not department specific. The largest transfer provides funding to the Capital Projects Fund as required by City Code. This function also includes the transfer of incentive payments from the General Fund to the Designated Revenue Fund to encourage retail development within its borders.

#### Council Goals/Objectives:Activities Supported

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Complete and begin implementation of the Services and Facilities Master Plan.

### SID 1-03 Debt Service

#### Brief Description

Smith Road SID

#### Primary Program Measures 2007 (Selected Funds)

Volume (most recent data):

N/A

(Est.) Cost/Unit:

N/A

Net Cost:

\$41,719

# Non-Departmental

## PROGRAM SUMMARY

### SID 1-03 Debt Service

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$50,007</b>	<b>\$40,726</b>	<b>\$41,719</b>
Debt Service (SID) Fund	0	50,007	40,726	41,719

#### Program Description

This program accounts for expenditures related to Smith Road SID.

#### Council Goals/Objectives:Activities Supported

Goal: N/A

Activity: N/A

### SID 2005 Debt Service

#### Brief Description

Dam West Fence SID

#### Primary Program Measures 2007 (Selected Funds)

##### Volume (most recent data):

N/A

##### (Est.) Cost/Unit:

N/A

##### Net Cost:

\$177,890

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$106,500</b>	<b>\$177,890</b>
Debt Service (SID) Fund	0	0	106,500	177,890

#### Program Description

This program accounts for expenditures related to Dam West Fence SID.

#### Council Goals/Objectives:Activities Supported

Goal: N/A

Activity: N/A

### SID 2006 Debt Service

#### Brief Description

Ptarmigan Fence SID

#### Primary Program Measures 2007 (Selected Funds)

##### Volume (most recent data):

N/A

##### (Est.) Cost/Unit:

N/A

##### Net Cost:

\$0

# Non-Departmental

## PROGRAM SUMMARY

### SID 2006 Debt Service

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$182,000</b>	<b>\$0</b>
Debt Service (SID) Fund	0	0	182,000	0

#### Program Description

This program accounts for expenditures related to Ptarmigan Fence SID.

#### Council Goals/Objectives:Activities Supported

Goal: N/A

Activity: N/A

### Snow Removal

#### Brief Description

Costs for snow removal

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

1,352 roadway miles

##### **(Est.) Cost/Unit:**

\$1,262 per mile

##### **Net Cost:**

\$1,705,634

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$1,531,286</b>	<b>\$1,363,045</b>	<b>\$1,684,557</b>	<b>\$1,705,634</b>
General Fund	1,531,286	1,363,045	1,684,557	1,705,634

#### Program Description

This program provides overtime, equipment, and supplies related to snow removal efforts on all City roads. Although snow and ice control is managed by Public Works, the overtime can be incurred in any department.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Safe Streets Program.

### Sports Park Debt Service

#### Brief Description

Debt for Aurora Sports Park complex

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

306,000 residents

##### **(Est.) Cost/Unit:**

\$5.744 per resident

##### **Net Cost:**

\$1,757,650

# Non-Departmental

## PROGRAM SUMMARY

### Sports Park Debt Service

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$1,749,945</b>	<b>\$1,758,527</b>	<b>\$1,760,805</b>	<b>\$1,757,650</b>
Debt Service (GO) Fund	1,749,945	1,758,527	1,760,805	1,757,650

#### Program Description

This program accounts for the payment of principal and interest on the Aurora Sports Park complex.

#### Council Goals/Objectives:Activities Supported

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Complete the Parks and Open Space Comprehensive Master Plan.

### Wellness Program

#### Brief Description

Program to promote employee health and physical fitness.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

23,600 annual uses of wellness activities

##### **(Est.) Cost/Unit:**

\$0.7121 per wellness activity

##### **Net Cost:**

\$16,806

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$16,800</b>	<b>\$16,885</b>	<b>\$16,800</b>	<b>\$16,806</b>
General Fund	16,800	16,885	16,800	16,806

#### Program Description

The Wellness Program is extended to all full time employees. Amenities provided include use of the Peak Wellness Center, use of recreation facilities and classes, incentive classes, health & wellness seminars, incentive programs, special events, wellness fairs & screenings, monthly updated calendars, and discounts on leisure activities.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue to improve security and surveillance at City libraries, recreation and cultural facilities.

# Parks & Open Space

15151 E. Alameda Parkway • Aurora, CO 80012 • (303) 739-7160  
 Jack Cooper, Parks & Open Space Director • JCOOPER@auroragov.org



## DESCRIPTION

The Parks & Open Space Department is responsible for the acquisition, design, maintenance, and operation of the City's parks, golf courses, natural open space areas and programs, and management of the urban forest. These responsibilities provide a proactive environment for city economic development and safe, high-quality venues for regional events and activities. Additionally, these properties promote resident wellness and attractive suburban landscapes in support of quality-of-life standards. Specific services provided by the department include: general parks, special use parks, park facility management, and medians; multifaceted public golf programs and courses; natural open space facilities including trails, water-based leisure facilities, nature center operation and natural open space property management; urban forestry and horticulture programs; and parks facility planning, design, construction, and development plans review.

## BUDGET SUMMARY

Description of Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	196.30	193.50	187.50	202.75
Personal Services	12,587,521	12,666,978	12,888,289	14,641,186
Supplies and Services	6,780,735	7,181,604	8,333,394	9,826,500
Interfund Charges	1,061,374	1,127,878	1,245,250	1,521,617
Debt Related	1,455,540	6,988,952	1,410,299	1,425,825
Capital Related	285,458	315,688	371,682	925,900
Transfers Out	0	607,994	1,259,665	1,196,665
<b>Expenditures Total</b>	<b>\$22,170,628</b>	<b>\$28,889,094</b>	<b>\$25,508,579</b>	<b>\$29,537,693</b>

## MAJOR VARIANCE EXPLANATION

In 2005, 2.8 FTE were eliminated from the department's budget due to General Fund budget reductions. Debt related expenditures increased \$5.5 million related to refinancing the Saddle Rock bonds in the Golf Fund, including payoff of the old bond. The \$608,000 increase in transfers out is related to Certificates of Participation (COP) financing for land acquisitions in the Arapahoe County Open Space Fund. This financing was secured mid-year; therefore, the 2005 transfers out are for a half-year of debt service payments.

In 2006, 6.0 FTE were eliminated. This reduction included 4.0 vacant FTE in the Golf Fund and a net of 2.0 FTE from other funds. Since 2003, the department FTE count has been reduced by 15.8 FTE. Total personal services increased \$221,300 due to higher benefits costs. Supplies and services increased \$1.2 million due to a \$640,700 increase in the Golf Fund and a \$418,700 increase in the Designated Revenue Fund primarily related to expenditures for the community trees program. Total debt related expenditures decreased \$5.6 million related to the one-time Saddle Rock bond refinancing in the Golf Fund in 2006. Transfers out increased \$651,700 due to a full-year of debt service payments for COP financing.

Personal services increase \$1.8 million in 2007 due to an additional 15.3 FTE, which includes 2.0 FTE performing maintenance of Aurora Water's irrigated turf at storm drainage channels. Supplies and services expenditures show a \$1.5 million increase. Of this increase, potential grants comprise \$1.0 million. The exact source, amount, and grant purpose are not always known prior to budget creation. The remainder of the increase is due to additional budget for utilities and operating expenses related to new park property. Capital related expenditures also increase primarily for one-time purchases

# Parks & Open Space

## MAJOR VARIANCE EXPLANATION

of new vehicles and equipment in the Arapahoe County Open Space Fund.

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>Arapahoe County Open Space Fund</u>				
<i>New Appropriation</i>				
Open Space Administration: Transfer Positions into Arapahoe County Open Space Fund from General Fund	4.00	304,632	0	304,632
Program affected: Open Space Administration A portion of five positions (a net of 4.0 FTE) are being transferred from the General Fund to the Arapahoe County Open Space Fund. The use of Arapahoe County Open Space funds for administration is allowable per the Intergovernmental Agreement (IGA). This transfer is linked to necessary amendments in the General Fund.				
Open Space Maintenance: Add One Aurora Reservoir Maintenance Worker	1.00	63,146	0	63,146
Program affected: Reservoirs and Facility Management Increased usage and acreage at the Aurora Reservoir have resulted in the decline of facility cleanliness and has reduced the ability to keep infrastructure in good working order. Currently, only one full-time maintenance worker is assigned to the Aurora Reservoir. An additional maintenance worker would split shifts with the existing full-time person and both would work weekends to support additional events and walk-in attendance. The FTE and operating supplies are subject to the open space 10.0 percent maintenance limitation; the one-time vehicle purchase is exempt.				
Open Space Maintenance: Convert One Crew Leader to Regular FTE	1.00	12,022	0	12,022
Program affected: Reservoirs and Facilities Management It is imperative to retain experienced, well-trained employees. This amendment converts one crew leader to a permanent FTE with benefits. This amendment is subject to the open space 10.0 percent maintenance limitation.				
Open Space Rangers: Add One Park Ranger	0.00	25,000	0	25,000
Program affected: Rangers The addition of a Parks and Open Space ranger is needed for the expanded patrol of parks. Lack of park patrol has become an issue. The additional ranger would assist with the reduction of vandalism and adherence to Parks and Open Space rules and regulations. A ranger presence in the parks throughout the City enhances the ability of citizens to enjoy the parks and open space experience. Funding for the FTE will be from the General Fund. Funding for the one-time vehicle purchase will be from the Arapahoe County Open Space Fund.				

# Parks & Open Space

BUDGET AMENDMENT REQUESTS				
Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>Arapahoe County Open Space Fund</u>				
<i>New Appropriation</i>				
Open Space: Operating Expenses and Four Contract Positions to Support New Open Space Acreage	0.00	140,000	0	140,000
Program affected: Reservoirs and Facilities Management Four contract personnel, operating expenses, and one-time equipment purchases are needed to manage an additional 1,500 acres of open space and natural resources added in 2006, 2007, and prior years. Significant sites include Sections 4, 9 and 17, various Metro District open space and undeveloped park sites, and miscellaneous regional trails. The contract positions will be funded from the General Fund. The one-time vehicle purchases, which include a tractor, two trucks, and one dump truck with a trailer, will be from the Arapahoe County Open Space Fund.				
Open Space: Trail Ranger/Volunteer Coordination within Open Space Division - 0.5 FTE from the General Fund and 0.5 FTE from the Arapahoe County Open Space Fund	0.50	51,601	0	51,601
Program affected: Rangers One Park and Open Space ranger is needed for trail patrol and volunteer group coordination. The volunteer program was made a priority by Council in 2005. Total volunteer hours in 2005 were 3,108, or the equivalent of 1.5 FTE. Current ranger commitment to volunteer projects has negatively impacted the ability to patrol trails. This additional FTE will provide patrol for the trails and continue our commitment to volunteer projects. Funding for this position is from both the General Fund and Arapahoe County Open Space Fund and leverages additional volunteer projects hours (about 4,500 hours in 2006).				
Parks Operation and Maintenance: Add One Parks Maintenance Worker	1.00	43,127	0	43,127
Program affected: Parks O&M - Grounds Maintenance One parks maintenance worker is being requested for maintenance at Arapahoe County sites throughout the City. Of the 14 new park sites being added to the department's responsibilities between 2006 and 2007, 12 are in Arapahoe County. Prior year budget cuts in the General Fund, coupled with the new sites, have necessitated the need for an additional maintenance worker. A full-time FTE is needed to perform turf maintenance, irrigation system maintenance and repair, snow removal, and other needed maintenance duties. The open space 10.0 percent maintenance expenditure limitation applies to this amendment.				

# Parks & Open Space

BUDGET AMENDMENT REQUESTS				
Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>Arapahoe County Open Space Fund</u>				
<i>New Appropriation</i>				
Parks Operations and Management: Operating Expenses and Four Contract Maintenance Workers for New Park Properties in 2007	0.00	123,000	0	123,000
Program affected: Parks O&M - Grounds Maintenance Eighteen acres of new park property will be added to the department's responsibility, including: Red Tail Hawk Park, Golden Eagle Park, and the newly renovated Generals Park. Funding for related operating expenses is needed. The four contract maintenance workers and supplies are being funded by the General Fund; the one-time vehicles and equipment costs are funded from the Arapahoe County Open Space Fund.				
Parks Operations and Management: Operation Expenses for New 2006 Park Properties	0.00	163,000	0	163,000
Program affected: Parks O&M - Grounds Maintenance Eleven new or expanded sites totaling almost 125 acres were added to the park property inventory in 2006 requiring on-going maintenance of turf, irrigation systems, playgrounds, a sprayground, athletic fields, courts, shelters and restrooms. No appropriations were added for related operating expenses except for water. One-time equipment purchases are being made through the Arapahoe County Open Space Fund. The General Fund supports 2.0 FTE, a seasonal temporary employee, and operating supplies.				
Parks Planning and Design: Convert One Landscape Architect to Regular FTE	1.00	14,867	0	14,867
Program affected: Parks Planning, Design, and Construction It is imperative to retain experienced, well-trained employees. This amendment converts one existing long-term contract landscape architect to a permanent FTE with benefits. The department has lost contract staff to other employers. Adding funding for benefits should help retention. This FTE is funded out of Arapahoe County Open Space Fund (ArCo) for dedicated ArCo Fund projects.				
Parks Planning and Design: Principal Landscape Architect Funded by 0.5 FTE in the General Fund, 0.25 FTE in the Arapahoe County Open Space Fund, and 0.25 FTE in the Conservation Trust Fund	0.25	22,539	0	22,539
Program affected: Parks Planning, Design, and Construction Subdivision growth has generated the need for neighborhood parks at record rates. A supervisory landscape architect is needed in the Parks Planning, Design, and Construction program to provide quality control checks and work assignment coordination to allow the manager to develop work products required by the Director. Design staff will report directly to the Principal Landscape Architect. This amendment restores a previously cut position.				
<b>New Appropriation Total</b>	<b>8.75</b>	<b>962,934</b>	<b>0</b>	<b>962,934</b>
<b>Arapahoe County Open Space Fund Total</b>	<b>8.75</b>	<b>962,934</b>	<b>0</b>	<b>962,934</b>

# Parks & Open Space

BUDGET AMENDMENT REQUESTS				
Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>Conservation Trust Fund</u>				
<i>New Appropriation</i>				
Parks Planning and Design: Principal Landscape Architect Funded by 0.5 FTE in the General Fund, 0.25 FTE in the Arapahoe County Open Space Fund, and 0.25 FTE in the Conservation Trust Fund	0.25	22,539	0	22,539
Program affected: Parks Planning, Design, and Construction Subdivision growth has generated the need for neighborhood parks at record rates. A supervisory landscape architect is needed in the Parks Planning, Design, and Construction program to provide quality control checks and work assignment coordination to allow the manager to develop work products required by the Director. Design staff will report directly to the Principal Landscape Architect. This amendment restores a previously cut position.				
<b>New Appropriation Total</b>	<b>0.25</b>	<b>22,539</b>	<b>0</b>	<b>22,539</b>
<b>Conservation Trust Fund Total</b>	<b>0.25</b>	<b>22,539</b>	<b>0</b>	<b>22,539</b>
<u>Designated Revenues Fund</u>				
<i>New Appropriation</i>				
Arapahoe County Operations and Maintenance: New Sites	0.00	35,301	35,301	0
Program affected: Arapahoe County O&M Arapahoe County is adding two new sites for maintenance per an existing Intergovernmental Agreement (IGA): Welch Park; and Fairgrounds and Regional Park. Revenue received from Arapahoe County offsets the related City expenditures. Total revenue from the Arapahoe County Maintenance IGA for 2007 is \$171,076 (with an estimated income of \$4,200 from shelter rentals).				
Community Trees: Add Four Maintenance Workers	4.00	205,784	0	205,784
Program affected: Community Trees An additional four maintenance workers are proposed to staff Forestry field crews. Prior year budget cuts have reduced the ability of Forestry crews to perform routine tree pruning and maintenance in addition to recovering from storm and drought tree damage. This routine maintenance is necessary as a preventative measure against future stress conditions. Community Tree fees in the Designated Revenue Fund cover 100 percent of costs.				
Technical Amendment: Arapahoe County Operations and Maintenance - Move from General Fund to Designated Revenue Fund	1.00	136,511	136,511	0
Program affected: Arapahoe County O&M The movement of revenues and expenditure will isolate Arapahoe County Operations and Maintenance in the Designated Revenue Fund starting in 2007 with a net zero impact to General Fund. Intergovernmental Agreement (IGA) revenue will offset related expenditures. This adjustment is made to more appropriately account for these dedicated revenues.				
<b>New Appropriation Total</b>	<b>5.00</b>	<b>377,596</b>	<b>171,812</b>	<b>205,784</b>
<b>Designated Revenues Fund Total</b>	<b>5.00</b>	<b>377,596</b>	<b>171,812</b>	<b>205,784</b>

# Parks & Open Space

BUDGET AMENDMENT REQUESTS				
Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>General Fund</u>				
<i>New Appropriation</i>				
Aurora Reservoir: Weekend Manager Additional Hours	0.25	12,505	12,505	0
Program affected: Reservoirs and Facilities Management New demands are being driven by increased residential development in the southeast section of the City including the construction of homes on the reservoir property line. This amendment increases the hours for the Aurora Reservoir weekend manager to 1,560 hours from 1,040 hours annually, equivalent to a 0.25 FTE increase. Increased usage at the reservoir and the need to handle peak volumes through the busy season (April through September) requires an additional 20 hours per week of manager oversight.				
Open Space Rangers: Add One Park Ranger	1.00	61,464	0	61,464
Program affected: Rangers The addition of a Parks and Open Space ranger is needed for the expanded patrol of parks. Lack of park patrol has become an issue. The additional ranger would assist with the reduction of vandalism and adherence to Parks and Open Space rules and regulations. A ranger presence in the parks throughout the City enhances the ability of citizens to enjoy the parks and open space experience. Funding for the FTE will be from the General Fund. Funding for the one-time vehicle purchase will be from the Arapahoe County Open Space Fund.				
Open Space: Operating Expenses and Four Contract Positions to Support New Open Space Acreage	0.00	163,580	0	163,580
Program affected: Reservoirs and Facilities Management Four contract personnel, operating expenses, and one-time equipment purchases are needed to manage an additional 1,500 acres of open space and natural resources added in 2006, 2007, and prior years. Significant sites include Sections 4, 9 and 17, various Metro District open space and undeveloped park sites, and miscellaneous regional trails. The contract positions will be funded from the General Fund. The one-time vehicle purchases, which include a tractor, two trucks, and one dump truck with a trailer, will be from the Arapahoe County Open Space Fund.				

# Parks & Open Space

BUDGET AMENDMENT REQUESTS				
Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>General Fund</u>				
<i>New Appropriation</i>				
Open Space: Trail Ranger/Volunteer Coordination within Open Space Division - 0.5 FTE from the General Fund and 0.5 FTE from the Arapahoe County Open Space Fund	0.50	38,901	0	38,901
Program affected: Rangers One Park and Open Space ranger is needed for trail patrol and volunteer group coordination. The volunteer program was made a priority by Council in 2005. Total volunteer hours in 2005 were 3,108, or the equivalent of 1.5 FTE. Current ranger commitment to volunteer projects has negatively impacted the ability to patrol trails. This additional FTE will provide patrol for the trails and continue our commitment to volunteer projects. Funding for this position is from both the General Fund and Arapahoe County Open Space Fund and leverages additional volunteer projects hours (about 4,500 hours in 2006).				
Parks Administration / Parks Planning and Design: Restore General Operating Expenditures	0.00	90,651	0	90,651
Program affected: Parks Administration / Parks Planning, Design, and Construction This amendment is in support of the City's ability to maintain its service standards for park operations and maintenance. This add restores budget for supplies, software, and administrative support that were cut in prior years. Budget is needed for items such as: GIS and AutoCAD upgrades, promotional materials, brochure updates, and shade structure replacements.				
Parks Operations and Management: Maintenance of Turf at Water Drainage Channels	2.00	270,539	275,000	-4,461
Program affected: Parks O&M - Grounds Maintenance Aurora Water is transferring the responsibility for 115 acres of non-contiguous drainage channel turf management to the Parks Operations and Management Division in order to allow Aurora Water to concentrate on their core operations. Aurora Water will pay for the related annual maintenance costs.				
Parks Operations and Management: Operating Expenses and Four Contract Maintenance Workers for New Park Properties in 2007	0.00	92,625	0	92,625
Program affected: Parks O&M - Grounds Maintenance Eighteen acres of new park property will be added to the department's responsibility, including: Red Tail Hawk Park, Golden Eagle Park, and the newly renovated Generals Park. Funding for related operating expenses is needed. The four contract maintenance workers and supplies are being funded by the General Fund; the one-time vehicles and equipment costs are funded from the Arapahoe County Open Space Fund.				

# Parks & Open Space

BUDGET AMENDMENT REQUESTS				
Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<b>General Fund</b>				
<i>New Appropriation</i>				
Parks Operations and Management: Operation Expenses for New 2006 Park Properties	2.00	227,328	0	227,328
Program affected: Parks O&M - Grounds Maintenance Eleven new or expanded sites totaling almost 125 acres were added to the park property inventory in 2006 requiring on-going maintenance of turf, irrigation systems, playgrounds, a sprayground, athletic fields, courts, shelters and restrooms. No appropriations were added for related operating expenses except for water. One-time equipment purchases are being made through the Arapahoe County Open Space Fund. The General Fund supports 2.0 FTE, a seasonal temporary employee, and operating supplies.				
Parks Planning and Design: Principal Landscape Architect Funded by 0.5 FTE in the General Fund, 0.25 FTE in the Arapahoe County Open Space Fund, and 0.25 FTE in the Conservation Trust Fund	0.50	57,069	0	57,069
Program affected: Parks Planning, Design, and Construction Subdivision growth has generated the need for neighborhood parks at record rates. A supervisory landscape architect is needed in the Parks Planning, Design, and Construction program to provide quality control checks and work assignment coordination to allow the manager to develop work products required by the Director. Design staff will report directly to the Principal Landscape Architect. This amendment restores a previously cut position.				
Technical Amendment: Arapahoe County Operations and Maintenance - Move from General Fund to Designated Revenue Fund	-1.00	-136,511	-136,511	0
Program affected: Arapahoe County O&M The movement of revenues and expenditures isolates Arapahoe County Operations and Maintenance in the Designated Revenue Fund starting in 2007 with a net zero impact to General Fund. Intergovernmental Agreement (IGA) revenue offsets related expenditures. This adjustment is made to more appropriately account for these dedicated revenues.				
Water for New Sites in 2007 - Three Parks and Nine Medians Sites	0.00	61,984	0	61,984
Program affected: Parks O&M - Grounds Maintenance / Parks O&M - Medians An amendment is needed for water costs at three park sites and nine median sites coming on line in 2007. The current water budgets do not cover additional sites. The new park sites equate to 18 acres of park property. The median sites equates to 6.5 miles of additional medians.				
<b>New Appropriation Total</b>	<b>5.25</b>	<b>940,135</b>	<b>150,994</b>	<b>789,141</b>

# Parks & Open Space

BUDGET AMENDMENT REQUESTS				
Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>General Fund</u>				
<i>Budget Cut</i>				
Transfer Open Space Admin Functions from General Fund to Arapahoe County Open Space Fund	-4.00	-304,632	0	-304,632
Program affected: Open Space Administration Transfer portion of 5 positions (for a net transfer of 4 FTE) from the General Fund to Arapahoe County Open Space Fund (ArCo Fund) for administrative purposes. The ArCo open space tax allows administrative costs for the purposes of open space administration. This transfer is for the purpose of enhancing the Open Space program and to provide necessary funding for the General Fund amendments. This transfer is linked to necessary amendments in the General Fund.				
<b>Budget Cut Total</b>	<b>-4.00</b>	<b>-304,632</b>	<b>0</b>	<b>-304,632</b>
<b>General Fund Total</b>	<b>1.25</b>	<b>635,503</b>	<b>150,994</b>	<b>484,509</b>
<u>Golf Courses Fund</u>				
<i>New Appropriation</i>				
Funding for an Additional 9,200 Rounds	0.00	168,444	0	168,444
Program affected: All Golf Programs This amendment will appropriate funding for an additional 9,200 rounds of play above the 2006 budget.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>168,444</b>	<b>0</b>	<b>168,444</b>
<b>Golf Courses Fund Total</b>	<b>0.00</b>	<b>168,444</b>	<b>0</b>	<b>168,444</b>
<b>Amendment Request Total</b>	<b>15.25</b>	<b>2,167,016</b>	<b>322,806</b>	<b>1,844,210</b>

EXPENDITURE SUMMARY BY FUND				
Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Abatement Fund	50,397	40,327	-30,663	80,000
Arapahoe County Open Space Fund	0	1,296,933	2,167,621	3,105,614
Conservation Trust Fund	471,610	463,145	481,513	519,352
Designated Revenues Fund	24,570	131	470,778	849,594
General Fund	12,555,842	12,720,013	12,583,294	13,882,798
Gifts & Grants Fund	34,376	74,002	48,275	1,020,000
Golf Courses Fund	9,033,833	14,294,543	9,787,761	10,080,335
<b>Expenditures Total</b>	<b>\$22,170,628</b>	<b>\$28,889,094</b>	<b>\$25,508,579</b>	<b>\$29,537,693</b>

STAFFING SUMMARY BY FUND				
Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Arapahoe County Open Space Fund	0.00	2.75	8.10	16.85
Conservation Trust Fund	4.50	4.50	4.65	4.90

# Parks & Open Space

## STAFFING SUMMARY BY FUND

Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Designated Revenues Fund	0.00	0.00	1.00	6.00
General Fund	134.80	130.25	121.75	123.00
Golf Courses Fund	57.00	56.00	52.00	52.00
<b>Staffing Total</b>	<b>196.30</b>	<b>193.50</b>	<b>187.50</b>	<b>202.75</b>

## PROGRAM SUMMARY

### Arapahoe County O&M

#### Brief Description

This program moved from General Fund to Designated Revenue Fund for 2007

#### Primary Program Measures 2007 (Selected Funds)

**Volume (most recent data):**

N/A

**(Est.) Cost/Unit:**

N/A

**Net Cost:**

\$0

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	1.00	1.00	1.00	1.00
<b>Expenditures Total</b>	<b>\$130,253</b>	<b>\$121,517</b>	<b>\$137,816</b>	<b>\$171,812</b>
Designated Revenues Fund	0	0	0	171,812
General Fund	130,253	121,517	137,816	0

#### Program Description

Maintain fields at Arapahoe County with all costs paid for by the Arapahoe County IGA.

#### Council Goals/Objectives: Activities Supported

Goal: Serve as leaders to shape policy that benefits the Aurora community.

Activity: Participate in joint ventures with other governmental agencies to achieve efficiencies related to City services and programs.

### Aurora Hills Golf Course

#### Brief Description

Aurora Hills Golf Course

#### Primary Program Measures 2007 (Selected Funds)

**Volume (most recent data):**

N/A

**(Est.) Cost/Unit:**

N/A

**Net Cost:**

\$0

# Parks & Open Space

## PROGRAM SUMMARY

### Aurora Hills Golf Course

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	8.00	8.00	7.00	7.00
<b>Expenditures Total</b>	<b>\$1,072,263</b>	<b>\$1,039,733</b>	<b>\$1,162,054</b>	<b>\$1,155,575</b>
Golf Courses Fund	1,072,263	1,039,733	1,162,054	1,155,575

#### Program Description

Adopted budget is necessary, in a competitive market, to manage and operate the maintenance and pro shop activities to maximize rounds and revenue. Special emphasis is placed on customer service, golf promotion and efficient management of the facility. Aurora Hills has been certified as a cooperative sanctuary by Audubon International. The estimated number of rounds at Aurora Hills for 2007 is 54,870.

#### Council Goals/Objectives: Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Support attraction of business and development to Aurora that will improve the budget bottom-line, and generate more revenue than expenses.

Goal: Enhance Aurora's identity and raise awareness of the City's many qualities.

Activity: Maximize use of the city Web site to promote the City and community. Monitor and update the site to ensure it is user-friendly and offers needed services. Work to increase residents, businesses, and visitors use of the site.

### Centre Hills Golf Course

#### Brief Description

Centre Hills Golf Course

#### Primary Program Measures 2007 (Selected Funds)

Volume (most recent data):

N/A

(Est.) Cost/Unit:

N/A

Net Cost:

\$0

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	3.00	3.00	2.00	2.00
<b>Expenditures Total</b>	<b>\$320,811</b>	<b>\$319,098</b>	<b>\$377,957</b>	<b>\$392,635</b>
Golf Courses Fund	320,811	319,098	377,957	392,635

#### Program Description

Adopted budget is necessary, in a competitive market, to manage and operate the maintenance and pro shop activities to maximize rounds and revenue. Special emphasis is placed on customer service, golf promotion and efficient management of the facility. Centre Hills has been certified as a cooperative sanctuary by Audubon International. The estimated number of rounds at Centre Hills for 2007 is 31,681.

# Parks & Open Space

## PROGRAM SUMMARY

### Centre Hills Golf Course

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Support attraction of business and development to Aurora that will improve the budget bottom-line, and generate more revenue than expenses.

### City Center Corridor Maintenance

#### Brief Description

Provides grounds maintenance for the 70 acre City Center Corridor including the Aurora Municipal Building

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

70 Number of acres maintained

##### **(Est.) Cost/Unit:**

\$4,041 per acre maintained

##### **Net Cost:**

\$282,860

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	2.00	7.00	2.75	2.75
<b>Expenditures Total</b>	<b>\$289,886</b>	<b>\$568,762</b>	<b>\$266,526</b>	<b>\$282,860</b>
General Fund	289,886	568,762	266,526	282,860

#### Program Description

This function provides landscape maintenance activities for the City Center Corridor, which is comprised of the Aurora Municipal Center and parking garage, Central Library, Police Building, Municipal Courts and Detention Center, History Museum, City Center Park, Alameda/I-225 Interchange and Abilene Street right-of-way. Activities performed include: turf maintenance, irrigation operation and repair, hardscape repairs, parking garage cleaning, trash/litter removal, shrub and perennial maintenance, fountain operation and maintenance, animal control, weed control and snow removal. Personnel perform multiple functions within the division.

#### Council Goals/Objectives:Activities Supported

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue the environmental management activities.

### City Tree Maintenance

#### Brief Description

Provides for the care and maintenance of City-owned trees

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

5,748 Number of trees serviced

##### **(Est.) Cost/Unit:**

\$146 per tree serviced

##### **Net Cost:**

\$839,485

# Parks & Open Space

## PROGRAM SUMMARY

### City Tree Maintenance

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	14.00	12.00	11.00	11.00
<b>Expenditures Total</b>	<b>\$1,009,924</b>	<b>\$898,772</b>	<b>\$817,880</b>	<b>\$839,485</b>
General Fund	1,009,924	898,772	817,880	839,485

#### Program Description

This function cares for City owned trees along residential street rights-of-way, in parks and at public properties. City Code Sec. 142-27 through 142-29 assigns the maintenance of an estimated 60,000 trees along residential streets to the City. Another 40,000 trees exist in parks and at public properties. Crews perform work that includes: tree trimming, tree removal, tree stump removal, sign clearance, insect/disease inspections and treatments, inventories and tree watering, and storm damage clearance. In addition, this function assists with snow removal with the Streets Division, at City Center Corridor and with the Departmental snow removal plan at public properties.

#### Council Goals/Objectives:Activities Supported

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue the environmental management activities.

### Community Trees

#### Brief Description

Community tree program

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

4,350 Number of trees serviced

##### **(Est.) Cost/Unit:**

\$0 per tree serviced

##### **Net Cost:**

\$0

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.80	1.00	1.00	5.00
<b>Expenditures Total</b>	<b>\$130,949</b>	<b>\$126,838</b>	<b>\$480,778</b>	<b>\$627,782</b>
Designated Revenues Fund	0	0	420,778	627,782
General Fund	130,949	126,838	60,000	0

#### Program Description

Planting and maintenance of the community tree program funded through per unit fee assessed at building permit. This program was transferred from the General Fund to the Designated Revenue Fund in 2006. Program provides for removals, trimming, pruning and maintenance of trees throughout the City. Also, it includes plans review for the Black Forest ordinance compliance.

#### Council Goals/Objectives:Activities Supported

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue the environmental management activities.

# Parks & Open Space

## PROGRAM SUMMARY

### Fitzsimons Golf Course

#### Brief Description

Fitzsimons Golf Course

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

N/A

##### **(Est.) Cost/Unit:**

N/A

##### **Net Cost:**

\$0

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	6.00	6.00	6.00	6.00
<b>Expenditures Total</b>	<b>\$864,666</b>	<b>\$802,688</b>	<b>\$1,003,754</b>	<b>\$1,034,351</b>
Golf Courses Fund	864,666	802,688	1,003,754	1,034,351

#### Program Description

Adopted budget is necessary, in a competitive market, to manage and operate the maintenance and pro shop activities to maximize rounds and revenue. Special emphasis is placed on customer service, golf promotion and efficient management of the facility. The estimated number of rounds at Fitzsimons for 2007 is 36,237.

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Support attraction of business and development to Aurora that will improve the budget bottom-line, and generate more revenue than expenses.

Goal: Enhance Aurora's identity and raise awareness of the City's many qualities.

Activity: Maximize use of the city Web site to promote the City and community. Monitor and update the site to ensure it is user-friendly and offers needed services. Work to increase residents, businesses, and visitors use of the site.

### Forestry Code Enforcement

#### Brief Description

Ensures developer, business and citizen compliance with City Forestry Codes

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

540 Number of enforcement contacts

##### **(Est.) Cost/Unit:**

\$113 per enforcement contact

##### **Net Cost:**

\$60,970

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	1.00	1.00	1.00
<b>Expenditures Total</b>	<b>\$98,149</b>	<b>\$99,036</b>	<b>\$77,747</b>	<b>\$190,970</b>
Abatement Fund	50,397	40,327	-30,663	80,000
Designated Revenues Fund	0	0	50,000	50,000
General Fund	47,752	58,709	58,410	60,970

# Parks & Open Space

## PROGRAM SUMMARY

### Forestry Code Enforcement

#### Program Description

This function administers provisions of City Codes related to Tree Preservation, Arborist Licensing and Tree Hazard Removal from private properties. Development projects must preserve existing trees and/or mitigate removed trees. Companies or individuals who perform tree work for hire must possess an arborist license. Property owners are responsible for the correction of tree hazards on private property. Each Code requires processes, reviews and inspections to ensure compliance. Revenue for this function is derived from license fees, administrative fees and abatement payments.

#### Council Goals/Objectives:Activities Supported

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue the environmental management activities.

### Forestry Division Administration

#### Brief Description

Provides direction and management for Forestry Division activities

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

100,000 Estimated number of citywide trees

##### **(Est.) Cost/Unit:**

\$1.5727 per tree

##### **Net Cost:**

\$157,274

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	2.00	2.00	2.00	2.00
<b>Expenditures Total</b>	<b>\$154,150</b>	<b>\$155,190</b>	<b>\$159,323</b>	<b>\$157,274</b>
General Fund	154,150	155,190	159,323	157,274

#### Program Description

This function provides direction, management and citizen contact activities for the division. Major activities include: budget development and monitoring, payroll processing, accounts payable processing, contract administration, employee hiring and evaluation, answering citizen calls for service, preparation of work orders for field crews and preparation of reports and records. In addition, this function develops and sets policies and procedures for the efficient operation of the division. Promotes the merits of the urban forest in the community and coordinates the citywide storm debris removal efforts as needed.

#### Council Goals/Objectives:Activities Supported

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue the environmental management activities.

### Golf Administration

#### Brief Description

Administration of Aurora golf courses

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

N/A

##### **(Est.) Cost/Unit:**

N/A

##### **Net Cost:**

\$0

# Parks & Open Space

## PROGRAM SUMMARY

### Golf Administration

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	6.00	6.00	6.00	6.00
<b>Expenditures Total</b>	<b>\$550,716</b>	<b>\$624,713</b>	<b>\$635,000</b>	<b>\$727,759</b>
Golf Courses Fund	550,716	624,713	635,000	727,759

#### Program Description

Adopted Budget is necessary for the supervision and administrative support required to efficiently manage the division. Administration budget includes risk management, marketing, printing and telephone costs for all courses. The total number of rounds of golf at all seven courses in 2007 is estimated at about 300,000.

#### Council Goals/Objectives:Activities Supported

Goal: Economic Vitality - Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Initiate a regional activity or project, such as a hotel and conference center, regional event facility, or a regional visitor/tourist attraction.

Goal: Enhance Aurora's identity and raise awareness of the City's many qualities.

Activity: Maximize use of the city Web site to promote the City and community. Monitor and update the site to ensure it is user-friendly and offers needed services. Work to increase residents, businesses, and visitors use of the site.

### Golf Course Debt Service

#### Brief Description

Golf Course Debt Service.

#### Primary Program Measures 2007 (Selected Funds)

Volume (most recent data):

N/A

(Est.) Cost/Unit:

N/A

Net Cost:

\$1,216,625

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$1,236,725</b>	<b>\$6,608,619</b>	<b>\$1,247,000</b>	<b>\$1,216,625</b>
Golf Courses Fund	1,236,725	6,608,619	1,247,000	1,216,625

#### Program Description

Pay debt for golf course construction and irrigation system replacement.

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Support attraction of business and development to Aurora that will improve the budget bottom-line, and generate more revenue than expenses.

# Parks & Open Space

## PROGRAM SUMMARY

### Golf Donations

#### Brief Description

Golf Donations.

#### Primary Program Measures 2007 (Selected Funds)

**Volume (most recent data):**

N/A

**(Est.) Cost/Unit:**

N/A

**Net Cost:**

\$0

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$1,000</b>	<b>\$3,000</b>	<b>\$3,000</b>	<b>\$3,000</b>
Golf Courses Fund	1,000	3,000	3,000	3,000

#### Program Description

Distribute Junior Golf scholarships. 3 scholarships are distributed each year.

#### Council Goals/Objectives:Activities Supported

Goal: N/A

Activity: N/A

### Horticulture - Shrub, and Perennial Maintenance

#### Brief Description

Maintains shrubs and perennials in parks and at public properties as well as maintenance of the Greenhouse (xeric and wetland plantings)

#### Primary Program Measures 2007 (Selected Funds)

**Volume (most recent data):**

1,242,481 Square feet of plantings

**(Est.) Cost/Unit:**

\$0.2877 per square foot of plantings

**Net Cost:**

\$357,407

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	7.00	2.00	5.25	5.25
<b>Expenditures Total</b>	<b>\$443,586</b>	<b>\$101,306</b>	<b>\$315,634</b>	<b>\$357,407</b>
General Fund	443,586	101,306	315,634	357,407

#### Program Description

This function provides for the horticultural care and maintenance of shrubs and perennial plants in parks and at public properties. Activities include weed removal and control, shrub pruning, spent flower head removal, transplanting, dead plant removal and replacement, edging of planting beds, mulch installation and trash removal. Function also provides support for City Center Corridor and departmental snow removal activities. Personnel perform multiple functions within the division.

#### Council Goals/Objectives:Activities Supported

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue the environmental management activities.

# Parks & Open Space

## PROGRAM SUMMARY

### Meadow Hills Golf Course

**Brief Description**

Meadow Hills Golf Course

**Primary Program Measures 2007 (Selected Funds)**
**Volume (most recent data):**

N/A

**(Est.) Cost/Unit:**

N/A

**Net Cost:**

\$0

**Summary of Appropriations**

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	8.00	8.00	8.00	8.00
<b>Expenditures Total</b>	<b>\$1,139,694</b>	<b>\$1,197,115</b>	<b>\$1,379,080</b>	<b>\$1,370,978</b>
Golf Courses Fund	1,139,694	1,197,115	1,379,080	1,370,978

**Program Description**

Adopted budget is necessary, in a competitive market, to manage and operate the maintenance and pro shop activities to maximize rounds and revenue. Special emphasis is placed on customer service, golf promotion and efficient management of the facility. Meadow Hills has been certified as a cooperative sanctuary by Audubon International. The estimated number of rounds at Meadow Hills for 2007 is 54,911.

**Council Goals/Objectives:Activities Supported**

Goal: Economic Vitality - Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Initiate a regional activity or project, such as a hotel and conference center, regional event facility, or a regional visitor/tourist attraction.

Goal: Enhance Aurora's identity and raise awareness of the City's many qualities.

Activity: Maximize use of the city Web site to promote the City and community. Monitor and update the site to ensure it is user-friendly and offers needed services. Work to increase residents, businesses, and visitors use of the site.

### Murphy Creek Golf Course

**Brief Description**

Murphy Creek Golf Course

**Primary Program Measures 2007 (Selected Funds)**
**Volume (most recent data):**

N/A

**(Est.) Cost/Unit:**

N/A

**Net Cost:**

\$0

**Summary of Appropriations**

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	9.40	8.40	8.00	8.00
<b>Expenditures Total</b>	<b>\$1,390,796</b>	<b>\$1,364,440</b>	<b>\$1,537,137</b>	<b>\$1,602,649</b>
Golf Courses Fund	1,390,796	1,364,440	1,537,137	1,602,649

# Parks & Open Space

## PROGRAM SUMMARY

### Murphy Creek Golf Course

#### Program Description

Adopted budget is necessary, in a competitive market, to manage and operate the maintenance and pro shop activities to maximize rounds and revenue. Special emphasis is placed on customer service, golf promotion and efficient management of the facility. Budget also supports course preparations for the United States Amateur Public Links Championship to be held in 2008. Murphy Creek has been certified as a cooperative sanctuary by Audubon International. The estimated number of rounds at Murphy Creek for 2007 is 36,457.

#### Council Goals/Objectives:Activities Supported

Goal: Economic Vitality - Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Initiate a regional activity or project, such as a hotel and conference center, regional event facility, or a regional visitor/tourist attraction.

Goal: Enhance Aurora's identity and raise awareness of the City's many qualities.

Activity: Maximize use of the city Web site to promote the City and community. Monitor and update the site to ensure it is user-friendly and offers needed services. Work to increase residents, businesses, and visitors use of the site.

### Open Space Administration

#### Brief Description

Administrative staff for Open Space Division

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

2,468,439 Total budgeted divisional operating expenditures

##### **(Est.) Cost/Unit:**

\$0.1651 per budgeted divisional operating expenditure

##### **Net Cost:**

\$407,489

#### Summary of Appropriations

	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Projection</b>	<b>2007 Adopted</b>
Regular - FTE	2.00	2.00	2.00	4.50
<b>Expenditures Total</b>	<b>\$262,465</b>	<b>\$258,594</b>	<b>\$266,237</b>	<b>\$417,489</b>
Arapahoe County Open Space Fund	0	0	0	304,632
General Fund	232,886	212,368	219,962	102,857
Gifts & Grants Fund	29,579	46,226	46,275	10,000

#### Program Description

Division manager and administrative assistant for division. Completes special projects, special events and reservoir facility bookings, master planning and project planning and design, supervises construction within open space, manages leases at Plains Conservation Center and DeLaney Farm, payroll & personnel matters, accounts payable, financial reporting and serves as liaison for the Open Space Board. Annual cost includes \$25,000 payment to Sand Creek Partnership. Personnel perform multiple functions within the division.

#### Council Goals/Objectives:Activities Supported

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue the environmental management activities.

# Parks & Open Space

## PROGRAM SUMMARY

### Operating Transfers & Other Payments

**Brief Description**

This is the general operating transfers and administrative program for the department.

**Primary Program Measures 2007 (Selected Funds)**
**Volume (most recent data):**

N/A

**(Est.) Cost/Unit:**

N/A

**Net Cost:**

\$0

**Summary of Appropriations**

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$249,807</b>	<b>\$737,241</b>	<b>\$1,199,665</b>	<b>\$1,196,665</b>
Arapahoe County Open Space Fund	0	596,736	1,199,665	1,196,665
Golf Courses Fund	249,807	140,505	0	0

**Program Description**

This program crosses departments and represents interfund operating transfers.

**Council Goals/Objectives:Activities Supported**

Goal: N/A

Activity: N/A

### Parks Administration

**Brief Description**

Administration of Park Department staff and resources

**Primary Program Measures 2007 (Selected Funds)**
**Volume (most recent data):**

29,537,693 Total budgeted departmental operating expenditures

**(Est.) Cost/Unit:**

\$0.0256 per budgeted departmental operating expenditure

**Net Cost:**

\$755,614

**Summary of Appropriations**

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	3.00	3.00	4.00	4.00
<b>Expenditures Total</b>	<b>\$563,690</b>	<b>\$952,353</b>	<b>\$651,795</b>	<b>\$1,765,614</b>
General Fund	558,893	924,577	649,795	755,614
Gifts & Grants Fund	4,797	27,776	2,000	1,010,000

**Program Description**

Includes General Fund Parks Department Risk Management charges of \$352,000 or 45% of Park Admin budget. This function consists of the Director, Administrative Assistant, Financial Analyst and Special Projects Coordinator. Most staff time is doing production work. Most functions involve budget development and monitoring, personnel processing, special projects or analyses. Other functions include providing support for the Boards and handling Council, Executive Staff and citizen inquiries.

# Parks & Open Space

## PROGRAM SUMMARY

### Parks Administration

#### Council Goals/Objectives:Activities Supported

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Complete the Parks and Open Space Comprehensive Master Plan.

Activity: Complete a master plan for the Signature Park on Alameda and Airport Boulevard.

### Parks O&M - Administration

#### Brief Description

Management of overall O&M division

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

10,882,842 Total budgeted divisional operating expenditures

##### **(Est.) Cost/Unit:**

\$0.0249 per dollar of budgeted divisional operating expenditure

##### **Net Cost:**

\$271,336

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	3.00	3.00	3.00	3.00
<b>Expenditures Total</b>	<b>\$234,592</b>	<b>\$234,273</b>	<b>\$239,765</b>	<b>\$271,336</b>
General Fund	234,592	234,273	239,765	271,336

#### Program Description

This administrative staff provides leadership and management for all functions within the division. Provides budget preparations, expenditure reports, tracking / monitoring of expenditures, authorizes expenditures, establishes work priorities, accounts payables, accounts receivables, fields phone calls and inquires from the public, coordinates all activities within the park system via permit issuance and information dissemination, establishes long and short range goals, payroll functions and policies and procedures establishment. Supports the work of other divisions within the overall department and other city departments.

#### Council Goals/Objectives:Activities Supported

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue the environmental management activities.

### Parks O&M - Field and Diamond Management

#### Brief Description

Maintain and manage all athletic fields in park system

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

8,500 Number of games

##### **(Est.) Cost/Unit:**

\$176 per game

##### **Net Cost:**

\$1,497,165

# Parks & Open Space

## PROGRAM SUMMARY

### Parks O&M - Field and Diamond Management

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	9.00	8.00	8.00	8.00
<b>Expenditures Total</b>	<b>\$1,294,405</b>	<b>\$1,279,374</b>	<b>\$1,322,964</b>	<b>\$1,497,165</b>
General Fund	1,294,405	1,279,374	1,322,964	1,497,165

#### Program Description

Maintains and operates all athletic fields in the city park system in support of Recreation sponsored athletic programs. Includes 35 multi-use fields at the Sports Park and 131 other multi-use fields within the system. Provides for daily ball diamond preparations, (dragging, watering and lining of diamonds, base stabilization, pitcher mound and home plate repairs, baseline grading), weekly lining of soccer fields, turf care and maintenance, restoration activities including overseeding, topdressing and sodding along with overall facility maintenance that support these fields. Facilities: concession stands, restrooms, maintenance buildings, scoreboards, lighting fixtures, pumphouse operations, irrigation lake, public art features, paved surfaces and parking lots. 8,500 scheduled games, innumerable practices and 37 tournaments are supported. Personnel perform multiple functions within the division.

#### Council Goals/Objectives:Activities Supported

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue the environmental management activities.

### Parks O&M - Grounds Maintenance

#### Brief Description

Maintain all city owned properties

#### Primary Program Measures 2007 (Selected Funds)

##### Volume (most recent data):

1,100 Number of maintained acres

##### (Est.) Cost/Unit:

\$5,725 per maintained acre

##### Net Cost:

\$6,297,374

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	48.00	46.00	45.00	50.00
<b>Expenditures Total</b>	<b>\$4,925,131</b>	<b>\$5,194,659</b>	<b>\$5,323,038</b>	<b>\$6,297,374</b>
Arapahoe County Open Space Fund	0	316,835	293,933	594,091
General Fund	4,925,131	4,877,824	5,029,105	5,703,283

#### Program Description

This function manages, maintains and operates all grounds maintenance activities and services for the City of Aurora park system. Annual costs include \$2.4 million in utilities. Includes turf maintenance for 125 sites that encompass 1,100 acres of turf: fertilization, mowing, herbicide applications, turf restoration, aeration, overseeding, irrigation inspection and repair, maintenance of 207 pieces of grounds maintenance equipment, inspections and repair of 78 playgrounds (20,280 inspections), repairs of 110 courts and overall repair of all other site furnishings within the park system and on public properties. Personnel perform multiple functions within the division. 2007 ArCo includes one time cost for purchase of equipment for maintenance.

# Parks & Open Space

## PROGRAM SUMMARY

### Parks O&M - Grounds Maintenance

#### Council Goals/Objectives:Activities Supported

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue the environmental management activities.

### Parks O&M - Median Operations

#### Brief Description

Maintain medians throughout the city

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

63 Number of miles of medians

##### **(Est.) Cost/Unit:**

\$11,715 per mile of median

##### **Net Cost:**

\$738,029

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	7.00	7.00	7.00	7.00
<b>Expenditures Total</b>	<b>\$638,078</b>	<b>\$635,978</b>	<b>\$652,156</b>	<b>\$738,029</b>
General Fund	638,078	635,978	652,156	738,029

#### Program Description

This function manages, maintains and operates all developed, partially developed and undeveloped medians and highway interchanges throughout the city. This include 62.5 miles of developed medians that include irrigated turf, shrubs, trees, perennials, mulch, rock cobble, irrigation systems and paved surfaces. Function also includes median restoration efforts such as overseeding, aeration, topdressing, sodding, tree planting, mulch replenishment, irrigation system modifications and landscape improvements. Personnel perform multiple functions within the division. Note: \$738,029 for 63 miles equates to \$2.22 per linear foot.

#### Council Goals/Objectives:Activities Supported

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue the environmental management activities.

### Parks O&M - Site and Patron Safety Services

#### Brief Description

Provide safe and clean facilities within the City of Aurora

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

125 Number of sites serviced

##### **(Est.) Cost/Unit:**

\$9,775 per site serviced

##### **Net Cost:**

\$1,221,859

# Parks & Open Space

## PROGRAM SUMMARY

### Parks O&M - Site and Patron Safety Services

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	17.00	17.00	17.00	17.00
<b>Expenditures Total</b>	<b>\$1,095,289</b>	<b>\$1,093,814</b>	<b>\$1,119,455</b>	<b>\$1,266,859</b>
General Fund	1,095,289	1,093,814	1,119,455	1,266,859

#### Program Description

Provides all city wide snow and ice removal at 125 park sites and public buildings along with providing streets snow and ice removal duties in conjunction with the Streets Division. This is the only department providing snow and ice removal services to public buildings and park properties. Functions also include litter and trash removal at park sites for special events, scheduled / reserved functions, athletic tournaments and general park use. Includes graffiti removal throughout all park properties (1,500 occurrences annually), restroom and shelter cleanings (11,134 occurrences annually), trash removal ( 50,000+ occurrences annually) and roadside litter control. Personnel perform multiple functions within the division.

#### Council Goals/Objectives:Activities Supported

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue the environmental management activities.

### Parks Planning, Design, & Construction

#### Brief Description

Administration, design & implementation of projects

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

51 Number of capital projects

##### **(Est.) Cost/Unit:**

\$17,008 per capital project

##### **Net Cost:**

\$867,431

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	9.00	9.00	9.00	11.00
<b>Expenditures Total</b>	<b>\$570,236</b>	<b>\$617,963</b>	<b>\$750,574</b>	<b>\$867,431</b>
Arapahoe County Open Space Fund	0	125,744	271,845	331,261
Conservation Trust Fund	409,094	433,993	449,513	487,352
General Fund	161,142	58,226	29,216	48,818

#### Program Description

Responsible for administration, planning, design and implementation of plans for parks, natural areas, medians and public buildings grounds as well as inspection of construction improvements in properties maintained by the department for adherence to city code and project plans and specifications. Personnel perform multiple functions within the division.

# Parks & Open Space

## PROGRAM SUMMARY

### Parks Planning, Design, & Construction

#### Council Goals/Objectives:Activities Supported

Goal: Develop an effective transportation system for moving people and goods.

Activity: Evaluate impact fees, developer partnerships and exactions for funding transportation projects.

Activity: Construct Hutchinson Channel and Great Plains trails.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Complete the Parks and Open Space Comprehensive Master Plan.

### Parks Plans Review

#### Brief Description

Development review

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

491 Application reviews and reviews outside of Amanda

##### **(Est.) Cost/Unit:**

\$1,095 per review

##### **Net Cost:**

\$537,420

#### Summary of Appropriations

	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Projection</b>	<b>2007 Adopted</b>
Regular - FTE	2.00	3.00	3.00	3.00
<b>Expenditures Total</b>	<b>\$125,000</b>	<b>\$209,904</b>	<b>\$403,071</b>	<b>\$537,420</b>
General Fund	125,000	209,904	403,071	537,420

#### Program Description

Development review staff (funded by Development Review fees through a transfer to the General Fund) reviews development applications, annexations agreements, civil plans for adherence to city code and department requirements. Also responsible for negotiations with developers, review of current park standards and codes and park acquisition and development related long range planning.

#### Council Goals/Objectives:Activities Supported

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue to work with Development Community/staff Joint Task Force.

Activity: Complete the Parks and Open Space Comprehensive Master Plan.

Activity: Complete and begin implementation of the Services and Facilities Master Plan.

### Rangers

#### Brief Description

Safety and patrol, education and resource management

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

6,000 Acres patrolled

##### **(Est.) Cost/Unit:**

\$137 per acre patrolled

##### **Net Cost:**

\$820,824

# Parks & Open Space

## PROGRAM SUMMARY

### Rangers

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	6.00	7.00	7.00	8.25
<b>Expenditures Total</b>	<b>\$500,327</b>	<b>\$579,685</b>	<b>\$633,321</b>	<b>\$820,824</b>
Arapahoe County Open Space Fund	0	96,589	235,631	349,797
Designated Revenues Fund	24,570	131	0	0
General Fund	475,757	482,965	397,690	471,027

#### Program Description

Enforcement rangers provide public safety, resource protection and enforcement of rules and regulations at Aurora and Quincy Reservoirs, all other open space properties, natural areas and trail corridors through trail corridor patrol and education programs. Enforcement rangers also coordinate volunteer trail stewards and provide mosquito control. Interpretive programs offered at City facilities including Morrison Nature Center and Aurora Reservoir Outdoor Learning Center, schools, libraries and private facilities (on request) that provide public information and environmental/outdoor learning opportunities to citizens. Personnel perform multiple functions within the division. 2007 ArCo includes one time cost for purchase of equipment.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: City parks/public facilities patrol.

Activity: Emergency medical and rescue services.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue to control noxious weeds, insects and other pests.

### Reservoirs and Facilities Management

#### Brief Description

Maintain facilities and land in open space system

#### Primary Program Measures 2007 (Selected Funds)

**Volume (most recent data):**

6,500 Acres land/water

**(Est.) Cost/Unit:**

\$118 per acre of land/water

**Net Cost:**

\$768,562

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	6.50	6.50	6.50	7.00
<b>Expenditures Total</b>	<b>\$670,685</b>	<b>\$869,797</b>	<b>\$903,073</b>	<b>\$1,153,562</b>
Arapahoe County Open Space Fund	0	161,029	166,547	329,168
Conservation Trust Fund	62,516	29,152	32,000	32,000
General Fund	608,169	679,616	704,526	792,394

# Parks & Open Space

## PROGRAM SUMMARY

### Reservoirs and Facilities Management

#### Program Description

Function is responsible for maintenance of facilities and land at Aurora and Quincy Reservoirs, Senac Creek Park and Natural Area and Coal Creek Arena including facility and equipment rentals, and special events. Management includes swim beach, general site mowing/weed spraying, noxious weed control, snow removal and trail maintenance. Revenue offset estimate is \$300,000 in pass fees and \$85,000 in rentals and events. Personnel perform multiple functions within the division.

2007 ArCo includes one time cost for purchase of equipment.

#### Council Goals/Objectives:Activities Supported

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue the environmental management activities.

### Saddle Rock Golf Course

#### Brief Description

Saddle Rock Golf Course

#### Primary Program Measures 2007 (Selected Funds)

Volume (most recent data):

N/A

(Est.) Cost/Unit:

N/A

Net Cost:

\$0

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	9.60	9.60	8.00	8.00
<b>Expenditures Total</b>	<b>\$1,392,813</b>	<b>\$1,418,195</b>	<b>\$1,546,432</b>	<b>\$1,614,222</b>
Golf Courses Fund	1,392,813	1,418,195	1,546,432	1,614,222

#### Program Description

Adopted budget is necessary, in a competitive market, to manage and operate the maintenance and pro shop activities to maximize rounds and revenue. Special emphasis is placed on customer service, golf promotion and efficient management of the facility. Saddle Rock has been certified as a cooperative sanctuary by Audubon International. The estimated number of rounds at Saddle Rock for 2007 is 37,746.

#### Council Goals/Objectives:Activities Supported

Goal: Economic Vitality - Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Initiate a regional activity or project, such as a hotel and conference center, regional event facility, or a regional visitor/tourist attraction.

Goal: Enhance Aurora's identity and raise awareness of the City's many qualities.

Activity: Maximize use of the city Web site to promote the City and community. Monitor and update the site to ensure it is user-friendly and offers needed services. Work to increase residents, businesses, and visitors use of the site.

# Parks & Open Space

## PROGRAM SUMMARY

### Springhill Golf Course

#### Brief Description

Springhill Golf Course

#### Primary Program Measures 2007 (Selected Funds)

**Volume (most recent data):**

N/A

**(Est.) Cost/Unit:**

N/A

**Net Cost:**

\$0

#### Summary of Appropriations

	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Projection</b>	<b>2007 Adopted</b>
Regular - FTE	7.00	7.00	7.00	7.00
<b>Expenditures Total</b>	<b>\$814,542</b>	<b>\$776,437</b>	<b>\$896,347</b>	<b>\$962,541</b>
Golf Courses Fund	814,542	776,437	896,347	962,541

#### Program Description

Adopted budget is necessary, in a competitive market, to manage and operate the maintenance and pro shop activities to maximize rounds and revenue. Special emphasis is placed on customer service, golf promotion and efficient management of the facility. Springhill has been certified as a cooperative sanctuary by Audubon International. The estimated number of rounds at Springhill for 2007 is 44,466.

#### Council Goals/Objectives:Activities Supported

Goal: Aurora will be a fiscally strong and financially well-managed city.

Activity: Support attraction of business and development to Aurora that will improve the budget bottom-line, and generate more revenue than expenses.

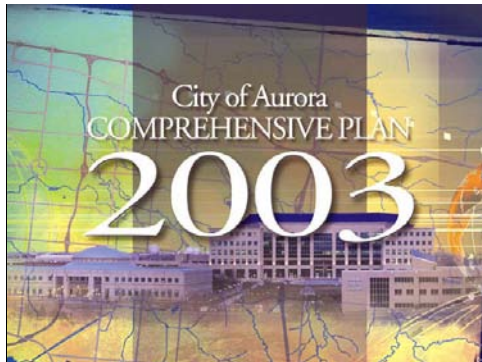
Goal: Enhance Aurora's identity and raise awareness of the City's many qualities.

Activity: Maximize use of the city Web site to promote the City and community. Monitor and update the site to ensure it is user-friendly and offers needed services. Work to increase residents, businesses, and visitors use of the site.

# Planning

15151 E. Alameda Parkway • Aurora, CO 80012 • (303) 739-7250

Bob Watkins, Planning Director • RWATKINS@auroragov.org



## DESCRIPTION

The Planning Department strives to facilitate an environment for creative planning, and to provide efficient and helpful customer service. The planning administration program is responsible for oversight of the department's work program and for developing and maintaining a quality-driven organization. The comprehensive planning program provides guidance in long-range transportation, environmental, and land use planning. The program also updates, maintains, and interprets the Comprehensive Plan and related plans, documents, and policies. The zoning and development review program facilitates the efficient processing of land use applications with an emphasis on achieving quality development, creative solutions to land use issues, quality customer service, and an adequate balance between development and neighborhood interests.

## BUDGET SUMMARY

Description of Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	46.12	45.12	44.12	45.12
Personal Services	2,771,459	2,714,565	3,166,349	3,521,379
Supplies and Services	296,979	397,409	403,133	368,595
Interfund Charges	7,183	10,253	17,102	15,505
Capital Related	5,890	0	24,000	20,000
Transfers Out	450,390	461,471	537,684	0
<b>Expenditures Total</b>	<b>\$3,531,901</b>	<b>\$3,583,698</b>	<b>\$4,148,268</b>	<b>\$3,925,479</b>

## MAJOR VARIANCE EXPLANATION

In 2005, the Planning Department increased total expenditures by \$51,800 (1.5 percent). The primary cause of this increase was supplies and services, which grew \$100,400 (33.8 percent) due to one-time spending of DIA noise mitigation money. This growth in expenditures is offset slightly by a decrease in personal services expenditures caused by the elimination of a vacant Administrative Assistant position (1.0 FTE).

In 2006, expenditures are projected to increase \$564,600 (15.8 percent). Four contract employees were authorized in the spring supplemental. These positions will handle increased business volume and implement electronic storage needs. A Citywide pay increase of 1.6 percent, regular career progressions, and the rising cost of employee benefits also contribute to the total projected increase in personal services of \$451,800 (16.6 percent). In addition, transfers out increased \$76,200 (16.5 percent), primarily due to an increase in the General Fund transfer for a portion of three new Parks and Open Space contract employee who participate in the planning and development review process.

The 2007 Adopted budget includes a \$222,800 (5.4 percent) decrease in total expenditures. This decrease is primarily due to the movement of \$537,700 of transfers for overhead charges from Development Services to Non-Departmental. This savings is offset by a \$355,000 (11.2 percent) increase in personal service costs, partially due to the full year employment of the four contract employee positions authorized by the spring supplemental in 2006. In addition, a 1.0 FTE addition of a Socio Economic Analyst, regular career progressions, and the rising cost of employee benefits contribute to the total increase in personal services. Additional information on budget changes can be found on the following pages.

# Planning

BUDGET AMENDMENT REQUESTS				
Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>Development Review Fund</u>				
<i>New Appropriation</i>				
Additional Training Money for Professional Staff	0.00	20,000	0	20,000
Program affected: Zoning and Development Review It is important for planning staff to attend planning-related training and conferences to enhance their professional skills and knowledge. Past reductions in the training budget have reduced the Department's ability to provide this skill development.				
Increase Funding for Office Supplies and Equipment	0.00	49,300	0	49,300
Program affected: Zoning and Development Review Various equipment purchases and office space changes will aid us in achieving further efficiencies. The equipment items requested include a large format scanner, four flat screen monitors, a color printer/scanner and associated supplies. In addition, the Department would like to restructure the cubical layout to provide a central space for office machines, a meeting space, and additional space for file storage.				
Socio Economic Analyst and Related Operating Costs	1.00	108,983	0	108,983
Program affected: Plan Studies and Coordination (80%) and Request for Information & Services (20%) This amendment contributes to the Council's goal to "Make Aurora the Best City in Which to Locate, Expand, and Operate a Business. Pursue primary job attraction, retention, and expansion and ensure an improved Jobs to Residence balance". This amendment restores the Socio Economic Analyst position. In addition, this amendment includes equipment and improved software products to aid in the publication of plans, brochures, flyers, maps, posters, and other useful demographic and socio-economic data.				
<b>New Appropriation Total</b>	<b>1.00</b>	<b>178,283</b>	<b>0</b>	<b>178,283</b>
<b>Development Review Fund Total</b>	<b>1.00</b>	<b>178,283</b>	<b>0</b>	<b>178,283</b>
<b>Amendment Request Total</b>	<b>1.00</b>	<b>178,283</b>	<b>0</b>	<b>178,283</b>

EXPENDITURE SUMMARY BY FUND				
Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Designated Revenues Fund	10,434	187,612	72,797	84,920
Development Review Fund	2,085,094	2,128,210	2,865,483	2,680,945
General Fund	1,436,373	1,262,876	1,187,728	1,159,614
Gifts & Grants Fund	0	5,000	22,260	0
<b>Expenditures Total</b>	<b>\$3,531,901</b>	<b>\$3,583,698</b>	<b>\$4,148,268</b>	<b>\$3,925,479</b>

# Planning

## STAFFING SUMMARY BY FUND

Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Development Review Fund	29.00	29.00	31.40	32.40
General Fund	17.12	16.12	12.72	12.72
<b>Staffing Total</b>	<b>46.12</b>	<b>45.12</b>	<b>44.12</b>	<b>45.12</b>

## PROGRAM SUMMARY

### Comprehensive Planning

#### Brief Description

This Program has been realigned into other programs for reporting purposes starting in 2006.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

N/A

##### **(Est.) Cost/Unit:**

N/A

##### **Net Cost:**

\$0

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	13.00	13.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$1,039,604</b>	<b>\$1,114,013</b>	<b>\$21,180</b>	<b>\$0</b>
Designated Revenues Fund	0	105,700	-1,080	0
Development Review Fund	0	3,198	0	0
General Fund	1,039,604	1,000,115	0	0
Gifts & Grants Fund	0	5,000	22,260	0

#### Program Description

The program provides guidance in long-range transportation, environmental, and land-use planning. The program also updates, maintains, and interprets the Comprehensive Plan and related plans, documents, and policies. The program produces plans and conducts coordination activities such as attending DRCOG activities and environmental meetings. Citizens, business consultants, and others request information concerning demographics and mapping.

#### Council Goals/Objectives: Activities Supported

Goal: N/A

Activity: N/A

### Plan Studies & Coordination Activities

#### Brief Description

Major long-range policy-making and planning

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

80 Work programs in 2005

##### **(Est.) Cost/Unit:**

\$11,613 per work program

##### **Net Cost:**

\$929,026

# Planning

## PROGRAM SUMMARY

### Plan Studies & Coordination Activities

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	9.60	10.40
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$869,361</b>	<b>\$929,026</b>
Development Review Fund	0	0	146,970	236,727
General Fund	0	0	722,391	692,299

#### Program Description

This function consists of professional staff and one support person. The function provides guidance in long-range transportation, environmental, and land-use planning. It updates, maintains, and interprets the Comprehensive Plan and related plans, documents, and policies. It produces plans and reports, and conducts coordination activities such as attending DRCOG activities and environmental meetings. It provides support for the Transportation & Airport Policy Committee; performs Department Budget Coordinator tasks, processes department invoices, and prepares HR-related documents.

#### Council Goals/Objectives:Activities Supported

Goal: Develop an effective transportation system for moving people and goods.

Activity: Monitor Colorado Tolling Enterprise proposals for I-225 and I-70.

Activity: Prepare Northwest Aurora Bicycle and Pedestrian Plan.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Complete the Havana District Conceptual Plan and proceed to implementation.

Activity: Complete and begin implementation of the Services and Facilities Master Plan.

### Planning Administration

#### Brief Description

Planning Department Administration and Special Projects

#### Primary Program Measures 2007 (Selected Funds)

**Volume (most recent data):**

45 employees supervised

**(Est.) Cost/Unit:**

\$6,236 per employee supervised

**Net Cost:**

\$280,635

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	4.12	3.12	3.12	3.12
<b>Expenditures Total</b>	<b>\$407,203</b>	<b>\$344,673</b>	<b>\$345,014</b>	<b>\$365,555</b>
Designated Revenues Fund	10,434	81,912	73,877	84,920
General Fund	396,769	262,761	271,137	280,635

# Planning

## PROGRAM SUMMARY

### Planning Administration

#### Program Description

This function is responsible for oversight of the department's work program and for developing and maintaining a quality-driven organization through improved customer service, departmental administration, and city-planning policies. The function consists of the Planning Director, an Office Coordinator, and Receptionist. Most staff time is spent overseeing special projects and supervising department issues. Other functions include processing payroll and providing reception and phone coverage for the department.

#### Council Goals/Objectives:Activities Supported

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue to work on the development of City Center as a primary activity center.

Activity: Initiate development plans for T-Rex and FasTracks station areas.

Activity: Complete and begin implementation of the Services and Facilities Master Plan.

### Requests for Information & Services

#### Brief Description

Socioeconomic data and mapping services

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

14,300 Customers served in 2005

##### **(Est.) Cost/Unit:**

\$16.24 per customer served

##### **Net Cost:**

\$232,256

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	2.40	2.60
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$217,340</b>	<b>\$232,256</b>
Development Review Fund	0	0	36,742	59,182
General Fund	0	0	180,598	173,074

#### Program Description

This function consists of professional and technical staff. It provides socioeconomic, geographic, and analytical information to city departments, citizens, and business interests. It analyzes and disseminates demographic and economic data, produces annual population estimates and projections, provides fiscal analysis to aid City Council decisions, and generates and manages numerous map products to help in decision making. This function provides up-to-date information and maps to Council, city staff, and a range of external customers. This function also works closely with existing and/or prospective business interests to provide market analysis and site selection information upon request.

# Planning

## PROGRAM SUMMARY

### Requests for Information & Services

#### Council Goals/Objectives:Activities Supported

Goal: Economic Vitality - Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Identify numerical targets in relation to the jobs/population balance and measure progress toward achievement in terms of 1) inventory of potential economic development sites and 2) the actual creation and number of new jobs.

Goal: Enhance Aurora's identity and raise awareness of the City's many qualities.

Activity: Maximize use of the city Web site to promote the City and community. Monitor and update the site to ensure it is user-friendly and offers needed services. Work to increase residents, businesses, and visitors use of the site.

Goal: Ensure a safe community for people.

Activity: 2/1000 Police Officer Initiative.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Explore the possibility of developing systems to file development applications electronically and to distribute referrals electronically.

### Zoning & Development Review

#### Brief Description

Process land use applications.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

21,597 Land applications processed in 2005

##### **(Est.) Cost/Unit:**

\$111 per land application processed

##### **Net Cost:**

\$2,398,642

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	29.00	29.00	29.00	29.00
<b>Expenditures Total</b>	<b>\$2,085,094</b>	<b>\$2,125,012</b>	<b>\$2,695,373</b>	<b>\$2,398,642</b>
Development Review Fund	2,085,094	2,125,012	2,681,771	2,385,036
General Fund	0	0	13,602	13,606

#### Program Description

The program facilitates the efficient processing of land use applications with an emphasis on achieving quality development, creative solutions to land use issues, and an adequate balance between development and neighborhood interests. Beginning in 2006, the program houses General Fund budget for the Planning Commission and the Board of Adjustment & Appeals.

#### Council Goals/Objectives:Activities Supported

Goal: Economic Vitality - Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Pursue one or more specific urban renewal projects in the Fitzsimons and/or Fletcher Plaza Urban Renewal Areas.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue to work on the development of City Center as a primary activity center.

Activity: Initiate development plans for T-Rex and FasTracks station areas.

# Police

15001 E. Alameda Parkway • Aurora, CO 80012 • (303) 739-6000

Daniel Oates, Chief of Police •



## DESCRIPTION

The Aurora Police Department is a full-service law enforcement agency serving the citizens of the City of Aurora. The mission of the department is to promote a desirable quality of life in our community with a commitment to maintaining and improving peace, order, and safety through excellence in law enforcement and community service. The department has both sworn police officers and civilian personnel assigned to operating and support programs in three divisions. The Operations Division manages the District programs and functions. The Investigative Division programs and services include: narcotics, investigations, special operations, traffic, operations support, crime lab, and the metro gang task force. The Services Division manages programs and services related to records and property, and the training academy. Other support programs and functions include internal affairs, professional standards, and administrative services.

## BUDGET SUMMARY

Description of Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	732.00	740.00	759.00	773.00
Personal Services	54,256,674	56,714,866	60,002,442	64,324,141
Supplies and Services	3,893,837	4,071,115	4,980,949	5,438,825
Interfund Charges	3,942,872	4,102,248	4,702,338	5,491,578
Capital Related	417,430	199,538	528,658	117,190
Transfers Out	458,590	0	0	0
<b>Expenditures Total</b>	<b>\$62,969,403</b>	<b>\$65,087,767</b>	<b>\$70,214,387</b>	<b>\$75,371,734</b>

## MAJOR VARIANCE EXPLANATION

In 2005, the department added 12.0 new officers and 2.0 additional overhire officers to meet the average staffing requirements set by the 2/1000 mandate. Also, 6.0 career service FTE were eliminated. Personal service costs increased by a net of \$2.5 million (4.5 percent) as a result of these staffing increases and other pay and benefit increases in accordance with city policy. Other cost increases were due to a 4.0 percent increase in interfund charges primarily for fuel and vehicle maintenance costs; as well as, increasing insurance costs. Supplies and services increased \$177,300 (4.6 percent) as the City increased its share of the funding for the Juvenile Assessment Centers. Additionally, costs associated with vehicle auctions increased. Supplies and services also increased as the Metro Gang Task Force received additional grant funding for its operation.

In 2006, 12.0 new officers and 12.0 over hire officers were added, while 4.0 career service FTE were eliminated. Grant funding expired for a 1.0 FTE career service Crime Analyst. The added uniform staff plus 1.75 percent civil service pay increase, other benefit increases, and overtime increases account for the \$3.3 million personal services increase. Supplies and services increased \$909,800 (22.4 percent) as a result of anticipated grant funding for operating supplies, vehicle impound auction costs, software charges for new recruits, rape and child abuse exams, recruitment travel expenses, and higher than anticipated costs to participate in the Juvenile Assessment Centers. As in the previous years, interfund charges associated with the costs of fleet continue to increase resulting in a total interfund charges increase of 14.6 percent. Capital related purchases are increasing 164.9 percent in 2006 because of software charges for new recruits, ammunition for the training academy, and new equipment purchased with the COPS Technology Initiative Grant.

In 2007, 6.0 new officers and 3.0 over hire officers are added along with 5.0 career service FTE. In addition to the new FTE,

# Police

## MAJOR VARIANCE EXPLANATION

a 3.25 percent civil pay increase and other benefit increases account for the \$4.3 million increase in personal services. Supplies and services will increase by 9.2 percent partially due to additions for equipment, OSHA screenings, medical payments, the Juvenile Assessment Center, and grant funding. Increases in insurance charges and fuel and maintenance costs lead to a 16.8 percent increase in interfund charges. Capital related purchases will decrease 77.8 percent as a result of not purchasing new vehicles for new officers in 2007 and the non-recurrence of one time grant purchases in 2006. All amendments in the 2007 budget are detailed below.

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>General Fund</u>				
<i>New Appropriation</i>				
Add Additional Appropriation for Recruitment Unit Travel	0.00	21,500	0	21,500
Program affected: Training This add will enhance the Police Department's recruiting efforts for new officers by expanding efforts at military bases nationally. Competition for new officers has escalated over the last several years making it exceedingly difficult to maintain the 2/1000 mandate with the current recruiting budget.				
Add Additional Appropriation to the JAC 18th Judicial District Juvenile Facility	0.00	35,000	0	35,000
Program affected: Administration-Chief The continued participation in the Juvenile Assessment Center (JAC) frees officers to respond to calls. Juveniles are transported directly to the facility for processing rather than requiring an officer to maintain contact with the offender until disposition is complete. Declining grant revenue requires users to supplement funding for operations. Some of the added costs are offset because the department will end it's financial support of the Link facility in Adams County due to high cost per transport.				
Add Appropriation for Annual OSHA Standard Medical Screenings	0.00	93,870	0	93,870
Program affected: Crime Lab Section Exposure to hazmat and methamphetamine labs by departmental employees has increased dramatically over the past several years. HazMat fit tests for masks are currently conducted by the Fire Department. However, OSHA standards require that medical screenings for exposed employees must be conducted by medical personnel.				

# Police

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>General Fund</u>				
<i>New Appropriation</i>				
Add One Firearms Examiner and Associated Equipment	1.00	161,350	0	161,350
Program affected: Crime Lab Section Currently, the Colorado Bureau of Investigations (CBI) is the laboratory that conducts firearms and toolmark examinations of the department. Examinations for these submissions include mechanical function tests, bullet examinations and cartridge case examinations. With the CBI, the average turnaround time for these tests was approximately three to four months. This position will reduce turnaround time for lab results which could impact control over violent crimes. This position will also allow the department to compete for a direct entry unit for the National Integrated Ballistic Information Network (NIBIN) program, a national program attempting to link gun crimes through firearms evidence left at crime scenes. The cost of the FTE is \$94,000, and included with this request is a comparison microscope at a cost of \$58,400, maintenance for the microscope of \$750 annually, and a digital camera for \$7,050.				
Add One Systems Coordinator FTE	1.00	69,227	0	69,227
Program affected: Professional Services The department is developing several unique in-house information technology projects that require a full-time FTE to manage user needs and issues throughout project lifecycles. Included in these projects are in-car video, scheduling system, the Automated Daily Observation Report Entry (ADORE) tasking and evaluation system, and records management. This FTE would provide full-time support to the end users of these systems.				
Add One Vehicle Impound Assistant FTE	1.00	48,329	48,329	0
Program affected: Vehicle Impound Detail The Vehicle Impound Section is currently open six days a week, 11 hours per day, with five employees, two of whom have split days off. These employees assist citizens with the release of vehicles that have been impounded and towed to the lot. They also assist with preparation of vehicles for 10 auctions per year for those vehicles which have been abandoned and unclaimed. The additional FTE for this unit could reduce overtime and eliminate the need for one employee to work split days off or be on standby in the event of staffing shortages. Revenue from the Impound Operation is sufficient to cover these costs.				

# Police

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>General Fund</u>				
<i>New Appropriation</i>				
Add Six 2/1000 Officers and Equipment	6.00	416,968	0	416,968
Program affected: Training Pursuant to the 2/1000 mandate, an additional 6.0 Patrol Officers have been added to the Police Department's authorized strength in 2007. Included with the request for the 6.0 FTE are uniform costs, portable radios, and other equipment. This request funds 6 officers for a full year in 2007. Absent from this year's add is a request for vehicles as the department has identified efficiencies in fleet utilization.				
Add Three Overhire Patrol Officers and Associated Equipment	3.00	208,500	0	208,500
Program affected: Training The City has committed to maintain an average authorized strength of 614 in 2007 based on population estimates. Twenty-four overhire positions are needed in 2007 in order to maintain authorized strength. This amendment adds three additional overhires, and equipment to the department's 2006 authorized 21 overhires. Absent from this year's add is a request for vehicles as the department has identified efficiencies in fleet utilization.				
Add Two Crime Scene Investigator FTE	2.00	147,609	0	147,609
Program affected: Crime Lab Section The current Crime Scene Investigation (CSI) staff process less than 30 percent of part one crime scenes (homicides, sex assault, aggravated assault, arson, robberies, burglaries). Current staff is composed of 8.0 CSI and 1.0 CSI supervisor. Staffing has not increased since 1997. For example, there were 2,597 burglaries reported in 2004 of which only 671 were processed by CSI and 563 robberies in 2004, of which only 122 were processed. In addition, one of the assigned CSI works with video enhancement requests which is a minimum of a half-time job, and another is being trained to perform polygraph exams. As demands for service increase, it is vital that staffing levels for this unit be supplemented.				
Medical Payments for Injured Persons	0.00	50,000	0	50,000
Program affected: Investigations Bureau The medical contract for the Detention Center pays medical costs associated with suspects that are in police custody. However, this contract has not covered any costs associated with injuries to persons not in custody. State law implies that the department is liable for medical costs in these cases. This request is made to provide appropriation in the event that medical payments must be covered for any person in custody not covered by the Detention medical contract.				

# Police

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<b>General Fund</b>				
<i>New Appropriation</i>				
Police Recruitment Bonuses	0.00	36,000	0	36,000
Program affected: Training This appropriation is for recruitment bonuses to be funded by a transfer of interest earnings from the Emergency Contingency Fund to the General Fund. The appropriation for the transfer and offsetting General Fund revenue are shown in the Non-Departmental (Transfers) pages of this section.				
Provide Funding for Crime Lab Section Accreditation	0.00	12,500	0	12,500
Program affected: Crime Lab Section Accreditation for crime labs is quickly becoming the standard in the industry. Some states require labs to be accredited or they cannot submit evidence or analysis in court. This request includes an annual accreditation fee of \$2,500 and mandatory annual training and recertification costs of \$10,000.				
<b>New Appropriation Total</b>	<b>14.00</b>	<b>1,300,853</b>	<b>48,329</b>	<b>1,252,524</b>
<b>General Fund Total</b>	<b>14.00</b>	<b>1,300,853</b>	<b>48,329</b>	<b>1,252,524</b>
<b>Amendment Request Total</b>	<b>14.00</b>	<b>1,300,853</b>	<b>48,329</b>	<b>1,252,524</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Designated Revenues Fund	848,967	752,569	1,303,357	1,540,145
General Fund	59,823,240	62,387,509	66,904,273	71,545,018
Gifts & Grants Fund	2,297,196	1,947,689	2,006,757	2,286,571
<b>Expenditures Total</b>	<b>\$62,969,403</b>	<b>\$65,087,767</b>	<b>\$70,214,387</b>	<b>\$75,371,734</b>

## STAFFING SUMMARY BY FUND

Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Designated Revenues Fund	6.00	6.00	7.00	7.00
General Fund	725.00	733.00	752.00	766.00
Gifts & Grants Fund	1.00	1.00	0.00	0.00
<b>Staffing Total</b>	<b>732.00</b>	<b>740.00</b>	<b>759.00</b>	<b>773.00</b>

## PROGRAM SUMMARY

### Administration-Chief

#### Brief Description

Leads and directs Police services for community of 306,908 citizens.

#### Primary Program Measures 2007 (Selected Funds)

#### **Volume (most recent data):**

773 Total Departmental Employees

# Police

## PROGRAM SUMMARY

### Administration-Chief

(Est.) Cost/Unit:  
\$6,091 Cost per employee

Net Cost:  
\$4,708,330

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	5.00	5.00	4.00	4.00
Civil - FTE	4.00	4.00	4.00	4.00
<b>Expenditures Total</b>	<b>\$4,571,869</b>	<b>\$4,010,912</b>	<b>\$4,374,468</b>	<b>\$5,394,391</b>
General Fund	3,727,695	3,705,703	3,920,999	4,710,330
Gifts & Grants Fund	844,174	305,209	453,469	684,061

#### Program Description

The Chief of Police and executive staff lead and direct the planning, organization, and operations of the Department's law enforcement resources including 614 uniformed officers and 135 civilian employees, dedicated to the pursuit of a safer Aurora community of 306,908 citizens.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: 2/1000 Police Officer Initiative.

Activity: Myriad of other crime prevention and enforcement programs.

Activity: National Accreditation for the Police Department.

Activity: Fully investigate and respond to all citizen complaints.

### Administration-Deputy Chief

#### Brief Description

Directs support services - Administrative Services, Professional Standards, Internal Affairs and Media Relations.

#### Primary Program Measures 2007 (Selected Funds)

Volume (most recent data):  
17 Total Employees Managed

(Est.) Cost/Unit:  
\$88,499 Cost per employee

Net Cost:  
\$1,504,488

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	10.00	10.00	10.00	10.00
Civil - FTE	7.00	7.00	7.00	7.00
<b>Expenditures Total</b>	<b>\$1,328,247</b>	<b>\$1,352,096</b>	<b>\$1,450,155</b>	<b>\$1,504,488</b>
General Fund	1,328,247	1,352,096	1,450,155	1,504,488

# Police

## PROGRAM SUMMARY

### Administration-Deputy Chief

#### Program Description

The Deputy Chief leads and directs key operating and support activities that are essential for the Department to achieve and deliver professional and effective law enforcement services. Administrative Services provides centralized, expert management and control over budget, grant accounting and reporting, payroll and personnel actions, purchasing, accounts payable and special projects. The Internal Affairs Unit conducts formal internal investigations as directed by the Chief. The Media Relations Detail handles all contacts with media in both reactive and proactive modes. The Professional Standards Section conducts staff inspections of functional components of the Department, providing feedback of current practices and the effectiveness of existing policies. Monthly reviews are conducted of the department directives to insure accuracy and address deficiencies. They are also the liaison with the Information Technology Department to coordinate technology projects.

#### Council Goals/Objectives:Activities Supported

Goal: Enhance Aurora's identity and raise awareness of the City's many qualities.

Activity: Enhance media relationships and focus on receiving more earned media coverage.

Activity: Continue to facilitate communication with public relation professionals that interact with Aurora.

Goal: Ensure a safe community for people.

Activity: National Accreditation for the Police Department.

Activity: Disaster management planning for the City.

Activity: Fully investigate and respond to all citizen complaints.

### Community Resources Section

#### Brief Description

Coordinates and provides specialized services in collaboration with the community.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

5 Total Employees Managed

##### **(Est.) Cost/Unit:**

\$115,186 Cost per employee

##### **Net Cost:**

\$575,929

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	1.00	1.00	1.00	1.00
Civil - FTE	21.00	3.00	6.00	4.00
<b>Expenditures Total</b>	<b>\$1,955,454</b>	<b>\$546,437</b>	<b>\$633,048</b>	<b>\$609,386</b>
General Fund	1,942,989	540,317	618,279	544,886
Gifts & Grants Fund	12,465	6,120	14,769	64,500

#### Program Description

This Section focuses on services to the community that entail an extensive level of coordination within Aurora including the school districts and individual elementary, middle and high schools. The Senior Resource Officer is a liaison between the Police Department and the senior citizen community. The officer is extensively involved with seniors and senior programs, focusing on efforts that reduce the fear of crime and vulnerability of seniors to criminal activities that target them. The Section coordinates police support of special events, directs the Graffiti Off Neighborhoods program, and manages the volunteer services of 88 volunteers donating over 22,000 hours to the Police Department.

# Police

## PROGRAM SUMMARY

### Community Resources Section

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Offer crime prevention and public programs to seniors.

Activity: Continue the provision of youth employment training and leadership opportunities.

Activity: City parks/public facilities patrol.

Activity: Prevention efforts in Neighborhood Watch Programs and Operation ID Program.

Activity: Myriad of other crime prevention and enforcement programs.

### Community Resources Section (SRO)

#### Brief Description

School Resource Officers (SRO) provide police liaison with middle and high school communities.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

28,482 Students served in the SRO program - 2005

##### **(Est.) Cost/Unit:**

\$55.89 per student served

##### **Net Cost:**

\$1,591,927

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Civil - FTE	0.00	19.00	19.00	19.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$1,511,296</b>	<b>\$1,597,753</b>	<b>\$1,591,927</b>
General Fund	0	1,511,296	1,597,753	1,591,927

#### Program Description

The School Resource Officer (SRO) program places 20 officers in middle and high schools totaling 28,482 students providing a liaison with the students, administration, surrounding community, and other city services and programs. SROs approach issues that arise at their schools and surrounding neighborhoods. They use enforcement, education, and counseling as appropriate. SROs network with school staff, other officers and citizens to facilitate solutions.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: School Resource Officer (SRO) Program.

Activity: Myriad of other crime prevention and enforcement programs.

### Crime Lab Section

#### Brief Description

Crime Lab personnel collect, process, preserve and analyze physical evidence.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

5,811 Combined requests for service - 2005

##### **(Est.) Cost/Unit:**

\$323 per request for service

##### **Net Cost:**

\$1,879,133

# Police

## PROGRAM SUMMARY

### Crime Lab Section

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	18.00	18.00	18.00	21.00
Civil - FTE	1.00	1.00	1.00	1.00
<b>Expenditures Total</b>	<b>\$1,377,991</b>	<b>\$1,415,777</b>	<b>\$1,342,914</b>	<b>\$1,879,133</b>
General Fund	1,377,991	1,415,777	1,342,914	1,879,133

#### Program Description

The Crime Lab program encompasses the Crime Scene Investigation Unit and Forensic Services Details. The Crime Scene Investigation Unit (CSI) staff processes crime scenes (2,128 in 2005) that include photography, videography, sketching, evidence collection, processing and preservation, fingerprinting, and documentation. Chemistry Detail does drug analysis, fire debris analysis and blood alcohol analysis. Latent Prints Detail compares and matches prints, processes items for prints and enters items into a database system. Questioned Documents Detail examines, handwriting comparison, typing, counterfeiting, and, indented writing. Photography Detail completes specialty photographs, develops all department film and prints all internal and external requests for pictures. Lab requests totaled 3,683 in 2005. The Polygraph function performs criminal and pre-employment polygraphs. The Video Enhancement function processes surveillance video and creates stills from video.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

### D.A.R.E.

#### Brief Description

Provides instruction to 5th grade students on alternatives to drugs and alcohol.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

N/A

##### **(Est.) Cost/Unit:**

N/A

##### **Net Cost:**

\$0

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Civil - FTE	1.00	1.00	1.00	1.00
<b>Expenditures Total</b>	<b>\$217,759</b>	<b>\$209,523</b>	<b>\$228,452</b>	<b>\$254,675</b>
Designated Revenues Fund	217,759	209,523	228,452	254,675

#### Program Description

D.A.R.E. is a 10-week program designed for 5th grade students, taught by a uniformed police officer. The program helps students learn how to make decisions, combat pressures from peers and the media, and shows them how to seek out alternatives to drugs and alcohol.

# Police

## PROGRAM SUMMARY

### D.A.R.E.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

### Districts

#### Brief Description

Three decentralized districts provide patrol and specialized functions.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

247 Total number of employees

##### **(Est.) Cost/Unit:**

\$91,736 Cost per employee

##### **Net Cost:**

\$22,658,741

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Civil - FTE	0.00	295.00	260.00	247.00
<b>Expenditures Total</b>	<b>\$24,937</b>	<b>\$21,693,790</b>	<b>\$24,870,380</b>	<b>\$22,719,414</b>
General Fund	0	21,692,238	24,854,398	22,719,414
Gifts & Grants Fund	24,937	1,552	15,982	0

#### Program Description

Three decentralized districts provide patrol and specialized functions including investigations, Police Area Representatives (PAR), Directed Action Response Teams (DART), and traffic operations. Working with their communities and among each other, Districts identify and solve crime, quality of life, and traffic (CQT) issues. Their joint goal is to identify, investigate, and eliminate ten pattern crimes.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Business Police/Foot-Patrol Officers.

Activity: Myriad of other crime prevention and enforcement programs.

### Districts - Command and Administration

#### Brief Description

Directs and manages all operations of three geographically-based Districts.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

27 Total number of employees

##### **(Est.) Cost/Unit:**

\$98,960 Cost per employee

##### **Net Cost:**

\$2,671,909

# Police

## PROGRAM SUMMARY

### Districts - Command and Administration

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	7.00	7.00	7.00
Civil - FTE	0.00	20.00	20.00	20.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$2,355,827</b>	<b>\$2,528,414</b>	<b>\$2,671,909</b>
General Fund	0	2,355,827	2,528,414	2,671,909

#### Program Description

District Captains provide operational command and control over District resources to ensure integrated, effective and efficient utilization of resources. The district captains lead and coordinate patrol operations and specialized services including investigations, Police Area Representatives (PAR), Direct Area Response Teams (DART), and traffic operations. Working with their communities, Districts identify and solve crime, quality of life, and traffic (CQT) issues. The command function includes administrative support to all assigned employees. The Interpreter Coordinator assists in the selection, scheduling and oversight of the volunteer foreign language interpreters used in the department.

#### Council Goals/Objectives/Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

### Districts - Detective Units

#### Brief Description

Conducts investigations of criminal incidents and activities.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

3,239 Cases assigned - 2005

##### **(Est.) Cost/Unit:**

\$1,090 per case assigned

##### **Net Cost:**

\$3,531,590

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	4.00	4.00	4.00
Civil - FTE	0.00	37.00	37.00	37.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$3,368,832</b>	<b>\$3,368,311</b>	<b>\$3,531,590</b>
General Fund	0	3,368,832	3,368,311	3,531,590

#### Program Description

District detectives investigate criminal incidents and activities. They document felony case filings and present them to the prosecutor's office. They provide expert testimony at criminal trials and act in a liaison/advisory capacity to the prosecutor. Their cases include all types of criminal activity other than those specifically under the purview of the Investigations Bureau units. Case assignments may include assignment to inter-agency cooperative task forces. Crime Analysts, working with Detectives, identify crime trends and patterns used to make decisions and set problem-solving priorities. They also provide statistics for City executive staff and assist in media inquiries.

# Police

## PROGRAM SUMMARY

### Districts - Detective Units

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

### Districts - Front Desk

#### Brief Description

Provides customer service and records police reports from citizens.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

15,196 Reports taken - 2005

##### **(Est.) Cost/Unit:**

\$33.42 per report taken

##### **Net Cost:**

\$507,885

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	11.00	11.00	11.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$494,574</b>	<b>\$497,453</b>	<b>\$507,885</b>
General Fund	0	494,574	497,453	507,885

#### Program Description

Front Desk Technicians answer telephone inquiries from the public, greet and assist citizen visitors, interview crime and accident victims to obtain information necessary to complete or review police reports, and enter and retrieve information from police computer systems. Technicians interact and communicate verbally and in writing to a wide variety of people, internally and externally, under varying circumstances on a 24-hour basis.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

### Districts - Sector Operations (DART)

#### Brief Description

Provides proactive response to reduce street crimes.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

3,678 Arrest and contact activities - 2005

##### **(Est.) Cost/Unit:**

\$323 per arrest or contact activity

##### **Net Cost:**

\$1,187,843

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Civil - FTE	0.00	14.00	14.00	14.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$1,107,368</b>	<b>\$1,140,458</b>	<b>\$1,187,843</b>
General Fund	0	1,107,368	1,140,458	1,187,843

# Police

## PROGRAM SUMMARY

### Districts - Sector Operations (DART)

#### Program Description

The Direct Action Response Teams (DART) provide highly mobile, proactive response capabilities that are deployed to suppress street crimes. There are two DART teams, one assigned to District 1 and one to District 2. DART teams are closely integrated with District Police Area Representatives (PAR), Traffic, and Investigative Resources. DART teams provide the immediate intervention and arrest response in coordinated operations designed to eradicate neighborhood problems in early stages of development.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Direct Action Response Team (DART).

### Districts - Sector Operations (Less DART)

#### Brief Description

Employs team approach to enhance problem-solving police methods.

#### Primary Program Measures 2007 (Selected Funds)

**Volume (most recent data):**

50 Total number of employees

**(Est.) Cost/Unit:**

\$88,543 Cost per employee

**Net Cost:**

\$4,427,129

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	2.00	2.00	2.00
Civil - FTE	0.00	43.00	50.00	50.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$3,492,431</b>	<b>\$3,792,524</b>	<b>\$4,427,129</b>
General Fund	0	3,492,431	3,792,524	4,427,129

#### Program Description

Sector operations provide effective and efficient police services through an enhanced problem-solving approach. Using a team approach, the resources of Police Area Representatives (PAR), Direct Action Response Teams (DART) and Traffic are integrated with District Detectives, Patrol Officers and a Crime Analyst. These groups focus on issues that affect the crime, quality of life, and Traffic (CQT) in each geographic District. This approach emphasizes a high level of contact and interaction with the community that enhances the operational effectiveness of policing efforts. The Sector approach also results in improved customer service to the communities served.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

### Investigations Bureau

#### Brief Description

Conducts criminal investigations requiring extended time and specialized experience.

#### Primary Program Measures 2007 (Selected Funds)

**Volume (most recent data):**

1,791 Cases assigned - 2005

**(Est.) Cost/Unit:**

\$2,845 per case assigned

**Net Cost:**

\$5,096,068

# Police

## PROGRAM SUMMARY

### Investigations Bureau

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	7.00	8.00	7.00	7.00
Civil - FTE	40.00	40.00	44.00	48.00
<b>Expenditures Total</b>	<b>\$3,962,813</b>	<b>\$4,141,716</b>	<b>\$4,657,912</b>	<b>\$5,123,794</b>
General Fund	3,951,273	4,066,268	4,607,990	5,099,794
Gifts & Grants Fund	11,540	75,448	49,922	24,000

#### Program Description

Investigations Bureau detectives conduct criminal investigations requiring time and expertise beyond the generalized crimes handled by the Districts. The bureau is broken down into two sections - Major Investigations Section and Special Victims Investigations Section. Major Investigations section investigates all homicides, officer involved shootings, aggravated assaults where a firearm is used, and all suspicious missing persons. The Fraud component investigates fraud, forgery, identity theft, pawns, and computer forensic examinations. The Special Victims section investigates child murders and deaths, child abuse, incest, child pornography, and sexual assaults on children. The Sex Crimes unit investigates all sexual assaults of victims over 15 years of age.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

Activity: Establish a coordinated multi-agency effort to reduce juvenile crime.

### Investigative Support

#### Brief Description

Provides investigative and operations resources in support of specialized tasks.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

17 Total number of employees

##### **(Est.) Cost/Unit:**

\$99,208 Cost per Employee

##### **Net Cost:**

\$1,686,536

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	1.00	1.00	1.00	1.00
Civil - FTE	5.00	5.00	18.00	17.00
<b>Expenditures Total</b>	<b>\$557,518</b>	<b>\$1,431,666</b>	<b>\$1,627,528</b>	<b>\$1,687,487</b>
General Fund	557,518	1,431,666	1,627,528	1,687,487

# Police

## PROGRAM SUMMARY

### Investigative Support

#### Program Description

The Investigations Support Section conducts specialized investigations, maintains criminal intelligence records, and leads the department's fugitive apprehension efforts. The section consists of the Fugitive Apprehension and Surveillance Team (FAST) and Special Investigations Unit (SIU). The FAST team surveils and apprehends fugitives and violent repeat offenders (approximately 15 felons per month), and is also responsible for investigating allegations of criminal conduct by City employees. The SIU team collects and manages criminal intelligence information, monitors terrorist threats, investigates organized crime, and coordinates VIP protection details. The SIU also conducts special investigations for the Chief of Police.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Safe Streets Program.

Activity: Myriad of other crime prevention and enforcement programs.

### Narcotics Section

#### Brief Description

Narcotics personnel investigate crimes related to drugs, prostitution and organized crime.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

645 Cases assigned - 2005

##### **(Est.) Cost/Unit:**

\$4,762 per case assigned

##### **Net Cost:**

\$3,071,285

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	2.00	2.00	2.00	2.00
Civil - FTE	24.00	26.00	31.00	31.00
<b>Expenditures Total</b>	<b>\$2,405,819</b>	<b>\$2,688,583</b>	<b>\$2,834,990</b>	<b>\$3,233,960</b>
General Fund	2,344,935	2,483,673	2,810,440	3,153,960
Gifts & Grants Fund	60,884	204,910	24,550	80,000

#### Program Description

Narcotics personnel proactively detect, investigate, and suppress criminal activities related to drug activity, organized crime and vice activities. This includes the dismantling of methamphetamine labs. Narcotics personnel file their own cases and all patrol-generated cases related to these activities. Personnel conduct investigations with other local, state and federal agencies. They also assist all Police Department personnel with their technical surveillance equipment and investigation techniques.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

# Police

## PROGRAM SUMMARY

### Operations Support Section

#### Brief Description

Plans, directs and controls highly specialized investigative and tactical teams.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

686 Pattern Crimes/Gang Unit Cases Assigned in 2005

##### **(Est.) Cost/Unit:**

\$4,981 Cost per case assigned

##### **Net Cost:**

\$3,417,230

#### Summary of Appropriations

	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Projection</b>	<b>2007 Adopted</b>
Regular - FTE	1.00	1.00	1.00	1.00
Civil - FTE	32.00	32.00	33.00	33.00
<b>Expenditures Total</b>	<b>\$3,098,570</b>	<b>\$3,114,539</b>	<b>\$3,307,860</b>	<b>\$3,418,499</b>
General Fund	3,098,570	3,114,539	3,307,860	3,418,499

#### Program Description

The Operations Support Section plans, directs, and conducts highly specialized investigative and tactical teams. The SWAT team responds to potentially hazardous situations to contain and resolve these incidents. The Canine Unit (K-9) provides assistance to and increases the safety of officers in the detection and apprehension of suspects, building searches, drug/contraband searches, and control of crowds. The Gang Intervention Unit identifies gang members and disseminates gang-related information affecting citizens' quality of life.

#### Council Goals/Objectives: Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

### Professional Standards

#### Brief Description

Conducts inspections and oversees policy, accreditation, technology projects, research and grants.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

7 Total number of employees

##### **(Est.) Cost/Unit:**

\$142,423 Cost per employee

##### **Net Cost:**

\$996,959

#### Summary of Appropriations

	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Projection</b>	<b>2007 Adopted</b>
Regular - FTE	4.00	4.00	3.00	4.00
Civil - FTE	4.00	5.00	4.00	7.00
<b>Expenditures Total</b>	<b>\$677,328</b>	<b>\$735,240</b>	<b>\$680,081</b>	<b>\$996,959</b>
General Fund	677,328	735,240	680,081	996,959

# Police

## PROGRAM SUMMARY

### Professional Standards

#### Program Description

The Professional Standards Section conducts staff inspections of functional components of the Department, providing feedback of current practices and the effectiveness of existing policies. Monthly reviews are conducted of the Department directives to ensure accuracy and address deficiencies. Accreditation, which requires three years of proven compliance, requires constant documentation and training efforts to ensure standards are achieved. The Section serves as the Department's liaison with the Information Technology Department to coordinate technology projects. The Section provides research for technology initiatives and for policy development. The Section also researches and locates grant opportunities, completes the application process and administers awarded grants.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

Activity: National Accreditation for the Police Department.

### Property and Evidence Unit

#### Brief Description

Maintains, stores and disposes of property and evidence.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

128,062 Property items processed - 2005

##### **(Est.) Cost/Unit:**

\$2.8533 per property item processed

##### **Net Cost:**

\$365,394

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	4.00	3.00	4.00	4.00
Civil - FTE	1.00	1.00	1.00	1.00
<b>Expenditures Total</b>	<b>\$355,323</b>	<b>\$359,639</b>	<b>\$311,477</b>	<b>\$365,394</b>
General Fund	355,323	359,639	311,477	365,394

#### Program Description

The Property and Evidence Unit maintains, stores, and disposes of property taken into police custody. Property is safeguarded to prevent contamination and to ensure it is not compromised for court value. Property eligible for disposal is returned to the owner, disposed of or destroyed as applicable.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

### Records Section

#### Brief Description

Processes, stores, retrieves and disseminates all criminal justice records.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

63,707 Total reports processed - 2005

##### **(Est.) Cost/Unit:**

\$30.4 per report processed

##### **Net Cost:**

\$1,936,957

# Police

## PROGRAM SUMMARY

### Records Section

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	39.00	41.00	39.00	39.00
Civil - FTE	1.00	1.00	1.00	1.00
<b>Expenditures Total</b>	<b>\$1,836,921</b>	<b>\$1,914,201</b>	<b>\$1,471,224</b>	<b>\$2,089,283</b>
General Fund	1,836,921	1,914,201	1,471,224	2,089,283

#### Program Description

Receives, processes, stores, retrieves and disseminates all criminal justice records required by federal and state law. Responds to requests for reports and data searches from internal and external sources including walk-up requests from citizens. Maintains the Department's Records Management System and is responsible for reporting into the National Incident-based Reporting System (NIBRS). Supervises the activities of the Property and Evidence Unit and Vehicle Impound Detail.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

### Special Operations Bureau

#### Brief Description

Leads and coordinates all special operations functions.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

2 Total number of employees

##### **(Est.) Cost/Unit:**

\$101,896 Cost per employee

##### **Net Cost:**

\$203,791

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	1.00	1.00	1.00	1.00
Civil - FTE	1.00	1.00	1.00	1.00
<b>Expenditures Total</b>	<b>\$1,441,592</b>	<b>\$1,431,291</b>	<b>\$1,553,612</b>	<b>\$1,560,091</b>
General Fund	160,926	150,055	166,659	196,581
Gifts & Grants Fund	1,280,666	1,281,236	1,386,953	1,363,510

#### Program Description

The Special Operations Bureau commander provides unified command and control over many of the high visibility, high liability functions in the Department. The commander assures appropriate selection and training of assigned personnel and develops procedures to assess the effectiveness of specialized techniques and practices. Major functions include the Community Resources Section, Narcotics Section, Operations Support Section, and Traffic Section.

# Police

## PROGRAM SUMMARY

### Special Operations Bureau

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

### Technical Services Administration

#### Brief Description

Leads and directs key internal support services essential to operations.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

2 Total Number of employees

##### **(Est.) Cost/Unit:**

\$331,362 Cost per employee

##### **Net Cost:**

\$662,725

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	4.00	4.00	3.00	1.00
Civil - FTE	1.00	1.00	1.00	1.00
<b>Expenditures Total</b>	<b>\$673,400</b>	<b>\$683,292</b>	<b>\$737,590</b>	<b>\$662,725</b>
General Fund	673,400	683,292	737,590	662,725

#### Program Description

Leads and directs key internal support services essential for delivering operational services and programs. Functions include validating and managing police reports; processing, storing, releasing and disposing of property and evidence; and processing impounded vehicles including storage, release and disposal. Maintains and issues equipment and uniforms.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

### Traffic Section

#### Brief Description

Promotes transportation safety through directed enforcement of traffic laws.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

24,192 Summonses issued - 2005

##### **(Est.) Cost/Unit:**

\$57.44 per summons issued

##### **Net Cost:**

\$1,389,595

# Police

## PROGRAM SUMMARY

### Traffic Section

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	1.00	1.00	2.00	2.00
Civil - FTE	11.00	13.00	14.00	14.00
<b>Expenditures Total</b>	<b>\$1,218,897</b>	<b>\$1,472,470</b>	<b>\$1,840,555</b>	<b>\$2,161,761</b>
Designated Revenues Fund	0	23,988	444,181	690,809
General Fund	1,164,502	1,378,718	1,335,873	1,406,452
Gifts & Grants Fund	54,395	69,764	60,501	64,500

#### Program Description

The Traffic Section consists of the Selective Traffic Enforcement Program (STEP), Motor Carrier Safety Unit and the Photo Red Light Enforcement Program (Designated Revenue Fund). The Section also administers traffic-related grants, coordinates special events, coordinates VIP protection and movements, and maintains all certification records for traffic-related skills and equipment. The Section directs its resources toward enforcement activities with the goal of positively affecting the driving habits of motorists to reduce the number and severity of motor vehicle crashes in the City. The Section maintains necessary documentation to support the prosecution of traffic cases.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Traffic Enforcement.

### Training

#### Brief Description

Provides initial and follow-on commissioned officer training.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

43 Projected Recruits Trained in 2007

##### **(Est.) Cost/Unit:**

\$148,553 Cost per Recruit

##### **Net Cost:**

\$6,387,762

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	2.00	2.00	2.00	2.00
Civil - FTE	43.00	35.00	60.00	80.00
<b>Expenditures Total</b>	<b>\$3,408,323</b>	<b>\$4,377,406</b>	<b>\$3,993,401</b>	<b>\$6,475,798</b>
Designated Revenues Fund	214,694	79,506	85,086	87,500
General Fund	3,193,629	4,297,900	3,908,315	6,388,298

#### Program Description

The Training Section recruits basic and lateral entry candidates and conducts lateral and basic academies resulting in Police Officer Standards and Testing (POST) certification. The section coordinates and oversees the post-classroom field training. The training staff conducts mandatory annual in-service training (28 week-long sessions) and career development training for commissioned department members. In addition, this section operates the firearms range.

# Police

## PROGRAM SUMMARY

### Training

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: 2/1000 Police Officer Initiative.

Activity: Myriad of other crime prevention and enforcement programs.

Goal: Support effective efforts to integrate/orient an increasingly diverse community.

Activity: Continue to use online services as an opportunity to expand outreach efforts with the diverse community.

### Vehicle Impound Detail

#### Brief Description

Processes impounded vehicles including storage, release and disposal.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

N/A

##### **(Est.) Cost/Unit:**

N/A

##### **Net Cost:**

\$0

#### Summary of Appropriations

	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Projection</b>	<b>2007 Adopted</b>
Regular - FTE	5.00	5.00	5.00	6.00
<b>Expenditures Total</b>	<b>\$736,329</b>	<b>\$735,859</b>	<b>\$827,578</b>	<b>\$803,052</b>
General Fund	736,329	735,859	827,578	803,052

#### Program Description

The Vehicle Impound Unit processes vehicles impounded as a result of criminal activity, violations of law or code, and traffic accidents. The Unit manages the storage, release and disposal of these vehicles including the determination of applicable fees. The Unit processes vehicles for disposal, which includes detailed vehicle research, formal notifications to owners, public auctions and salvage actions. Staff provides customer services to vehicle owners, department personnel, and outside agencies. This function generated \$816,231 in General Fund revenue in 2005.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

### Victim Services

#### Brief Description

Provides assistance to victims and witnesses of crime.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

12,466 Total Number of Victim Contacts - 2005

##### **(Est.) Cost/Unit:**

\$0.1142 Cost per victim contact

##### **Net Cost:**

\$1,423

# Police

## PROGRAM SUMMARY

### Victim Services

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	5.00	5.00	5.00	5.00
<b>Expenditures Total</b>	<b>\$424,649</b>	<b>\$443,002</b>	<b>\$546,249</b>	<b>\$513,161</b>
Designated Revenues Fund	416,514	439,552	545,638	507,161
Gifts & Grants Fund	8,135	3,450	611	6,000

#### Program Description

Provides aid, comfort and assistance to victims and witnesses in the aftermath of crime. Information is provided regarding police procedures, the judicial process, and rights of victims/witnesses under the Colorado Constitution. To fully achieve this goal, a crisis intervention team, augmented with volunteers, responds 24 hours per day to assist victims of violent crimes. In 2005, the Victim Surcharge revenues totaled \$469,331.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Establish procedures that enable crime victims to participate in the criminal process.

# Public Defender

14999 E. Alameda Parkway • Aurora, CO 80012 • (303) 739-6555

Laurie Cole, Chief Public Defender • LCOLE@auroragov.org



## DESCRIPTION

The Public Defender's Office provides quality legal representation to indigent defendants who are charged with municipal ordinance violations and face the possibility of a jail sentence.

## BUDGET SUMMARY

Description of Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	7.00	7.00	8.00	8.00
Personal Services	456,540	458,291	525,085	534,411
Supplies and Services	32,598	49,294	46,684	49,194
Interfund Charges	4,250	4,395	4,395	5,372
<b>Expenditures Total</b>	<b>\$493,388</b>	<b>\$511,980</b>	<b>\$576,164</b>	<b>\$588,977</b>

## MAJOR VARIANCE EXPLANATION

The Public Defender's Office budget remained relatively unchanged between 2004 and 2005. Total expenditures for 2005 rose by a modest \$18,600 (3.8 percent). For 2006, City Council approved the addition of one full-time attorney, due to the rising caseload. This increased the personal services budget by \$66,800 (14.6 percent). In 2007, the Public Defender's Office includes reinstatement of a portion of the training budget and additional funds to pay for discovery costs.

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>General Fund</u>				
<i>New Appropriation</i>				
Increase Public Defender Budget for Training and Copying Costs	0.00	2,500	0	2,500
Program Affected: Public Defender The Public Defender's Office is required to provide effective and quality legal representation to indigent defendants. This amendment will provide funding to partially reinstate prior years' budget cuts for training and copying costs. Attorneys must earn 45 Continuing Legal Education credits every three years. The printing increase is due to a change in "discovery" procedures and costs.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>2,500</b>	<b>0</b>	<b>2,500</b>
<b>General Fund Total</b>	<b>0.00</b>	<b>2,500</b>	<b>0</b>	<b>2,500</b>

# Public Defender

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
Amendment Request Total	0.00	2,500	0	2,500

## EXPENDITURE SUMMARY BY FUND

Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
General Fund	493,388	511,980	576,164	588,977
<b>Expenditures Total</b>	<b>\$493,388</b>	<b>\$511,980</b>	<b>\$576,164</b>	<b>\$588,977</b>

## STAFFING SUMMARY BY FUND

Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
General Fund	7.00	7.00	8.00	8.00
<b>Staffing Total</b>	<b>7.00</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>

## PROGRAM SUMMARY

### Public Defender

#### Brief Description

To provide complete, quality legal representation and equal justice to all indigent defendants who face a possible jail sentence.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

4,100 cases (includes open & in-custody arraignments)

##### **(Est.) Cost/Unit:**

\$144 per case

##### **Net Cost:**

\$588,977

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	7.00	7.00	8.00	8.00
<b>Expenditures Total</b>	<b>\$493,388</b>	<b>\$511,980</b>	<b>\$576,164</b>	<b>\$588,977</b>
General Fund	493,388	511,980	576,164	588,977

#### Program Description

To provide complete quality legal representation and equal justice to all indigent defendants who face a possible jail sentence.

The office opened 1,572 cases in 2005, resulting in 5,714 court appearances by the attorneys, including 2,359 in-custody arraignments. As of June 2006, the office had opened 860 cases, and defended 1,172 in-custody defendants during arraignments.

#### Council Goals/Objectives: Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of other crime prevention and enforcement programs.

# Public Safety Communications Center

15151 E. Alameda Parkway • Aurora, CO 80012 • (303) 326-8999

Casey Jones, Director • CJONES@auroragov.org



## DESCRIPTION

The Public Safety Communications Center Department is responsible for processing all 911 calls and dispatching all Police and Fire emergency equipment.

## BUDGET SUMMARY

Description of Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	66.00	66.00	74.00	81.00
Personal Services	3,786,731	3,814,306	4,204,322	5,167,301
Supplies and Services	64,400	82,186	24,913	48,506
Interfund Charges	3,656	7,400	4,297	2,669
Capital Related	0	20,496	0	0
<b>Expenditures Total</b>	<b>\$3,854,787</b>	<b>\$3,924,388</b>	<b>\$4,233,532</b>	<b>\$5,218,476</b>

## MAJOR VARIANCE EXPLANATION

The Public Safety Communications Center Department was created in 2004 as a stand-alone department. This department was formed by combining the communications programs from both the Police and Fire Departments. To facilitate this, 46.0 FTE were transferred from the Police Department. In addition, 20.0 FTE were transferred from the Fire Department. Personal services increases in 2005 are the result of filling vacancies, particularly a director position that was vacant all of 2004. The 2006 Projection reflects a spring supplemental addition of 8.0 FTE to accommodate call volume and alleviate overtime requirements. These new positions will be fully trained and contribute to a reduction in the overtime required of existing staff by the start of 2007. An additional 7.0 FTE are added in 2007 to accommodate anticipated increases in call volume. In addition, personal services funding increases substantially to help raise dispatcher salaries to market rates. These increases average 14.0 percent. This anticipated increase is a direct result of City growth, the opening of Fire Stations 14 and 15, and the continuing expansion of the police force to meet the two police officers per thousand population requirement.

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>General Fund</u>				
<i>New Appropriation</i>				
Additional 7.0 FTE for Public Safety Communications Center	7.00	294,404	0	294,404
Program affected: Public Safety Communications				
This request will support the service standard that first response time will be eight minutes or less 90 percent of the time for fire. It will also support the two police officers per 1000 population, as				

# Public Safety Communications Center

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<b>General Fund</b>				
<i>New Appropriation</i>				
well as call volume requirements associated with full time and part time police services. An increase of seven Telecommunications Trainees will provide needed staffing to accommodate increased call volume and alleviate current overtime requirements. This amendment will involve a phased hiring during 2007.				
Public Safety Communications Accreditation Application	0.00	10,000	0	10,000
Program affected: Public Safety Communications This purpose of this add is to comply with Council's goals of "seeking national accreditation for public safety". Professional accreditation will provide additional assurances that "best practices" are employed within the dispatch center. This will also allow for efficiency gains with the Police and Fire accreditation processes.				
Public Safety Communications Center Full Year Funding For Supplemental Positions (2006 Supplemental Positions)	0.00	287,611	0	287,611
Program affected: Public Safety Communications This request will support the service standard that first due response time will be eight minutes or less ninety percent of the time for fire and will support the two police officers per 1000 population, as well as call volume requirements associated with full time and part time police services. This amendment provides a full year of funding for the positions added during the 2006 spring supplemental process. These positions are required to meet the anticipated call volume increase.				
Public Safety Communications Market Pay Adjustment	0.00	584,742	0	584,742
Program affected: Public Safety Communications This request will support the service standard that first due response time will be eight minutes or less ninety percent of the time for fire and will support the two police officers per 1000 population, as well as call volume requirements associated with full time and part time police services. As a result of high turnover, low entry pay, and market conditions, the Department is in need of salary adjustments in order to maintain needed staffing levels and quality of service. As part of the pay adjustment, the Department is implementing structural changes to increase staff training and reduce overtime. This is a result of a joint analysis with Human Resources to identify appropriate pay levels. The cost of the increase in 2006 is funded from a combination of vacancy savings and a fall supplemental. This request is for an average salary increase of 14%.				
<b>New Appropriation Total</b>	<b>7.00</b>	<b>1,176,757</b>	<b>0</b>	<b>1,176,757</b>
<b>General Fund Total</b>	<b>7.00</b>	<b>1,176,757</b>	<b>0</b>	<b>1,176,757</b>
<b>Amendment Request Total</b>	<b>7.00</b>	<b>1,176,757</b>	<b>0</b>	<b>1,176,757</b>

# Public Safety Communications Center

## EXPENDITURE SUMMARY BY FUND

Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Designated Revenues Fund	121	1,102	1,000	3,000
General Fund	3,854,666	3,923,286	4,232,532	5,215,476
<b>Expenditures Total</b>	<b>\$3,854,787</b>	<b>\$3,924,388</b>	<b>\$4,233,532</b>	<b>\$5,218,476</b>

## STAFFING SUMMARY BY FUND

Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
General Fund	66.00	66.00	74.00	81.00
<b>Staffing Total</b>	<b>66.00</b>	<b>66.00</b>	<b>74.00</b>	<b>81.00</b>

## PROGRAM SUMMARY

### Public Safety Communications

#### Brief Description

Provides all Fire and Police radio communications

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

186,582 Calls taken

##### **(Est.) Cost/Unit:**

\$27.97 per call

##### **Net Cost:**

\$5,218,476

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	66.00	66.00	74.00	81.00
<b>Expenditures Total</b>	<b>\$3,854,787</b>	<b>\$3,924,388</b>	<b>\$4,233,532</b>	<b>\$5,218,476</b>
Designated Revenues Fund	121	1,102	1,000	3,000
General Fund	3,854,666	3,923,286	4,232,532	5,215,476

#### Program Description

Provides all Fire and Police radio communications, "911" call taking, dispatch services, and records management of incoming calls for service and dispatch communications.

#### Council Goals/Objectives: Activities Supported

Goal: Ensure a safe community for people.

Activity: Seek national accreditation for Public Safety.

Activity: Review medical priority dispatch system to better determine the level of EMS response requirements.

# Public Works

15151 E. Alameda Parkway • Aurora, CO 80012 • (303) 739-7300  
 Dave Chambers, Public Works Director • DCHAMBER@auroragov.org



## DESCRIPTION

The Department of Public Works is responsible for providing safe, effective transportation infrastructure within the City of Aurora by providing quality planning, design, construction, and maintenance of the City roadways. The Public Works Department includes various programs to achieve the goals of the Department. Service divisions under the management of Public Works are: Administration, Engineering, Streets, Traffic, Real Property, Public Improvement Inspections, and the Materials Lab. Specific responsibilities of the Department include: planning, surveying, design, and construction management of capital improvement projects undertaken by the City; maintenance and cleaning of all public streets, alleys, and municipal parking areas; design, installation, operation, and maintenance of traffic control signals, devices, and markings; support all City land property transactions; and ensuring that all roadway and utilities infrastructure projects are constructed to meet or exceed the City standards.

## BUDGET SUMMARY

Description of Expenditures	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	186.00	185.00	185.00	196.00
Personal Services	9,956,359	9,785,090	9,824,782	11,093,671
Supplies and Services	5,748,480	5,951,689	6,778,813	7,274,242
Interfund Charges	1,848,137	2,001,436	2,401,416	2,311,480
Debt Related	86,537	0	0	0
Capital Related	12,082	27,903	55,713	108,700
Transfers Out	166,643	170,742	199,323	0
<b>Expenditures Total</b>	<b>\$17,818,238</b>	<b>\$17,936,860</b>	<b>\$19,260,047</b>	<b>\$20,788,093</b>

## MAJOR VARIANCE EXPLANATION

In 2005, total expenditures increased by \$118,600 (0.7 percent). Vacancy savings offset increased spending for supplies and services and interfund charges. Supplies and services expenses increased \$203,200 (3.5 percent) primarily due to increased charges for equipment rental in Street Maintenance. Interfund charges increased \$153,300 (8.3 percent) as vehicle repair and fuel accounts were fully charged. In addition, interfund spending in Street Maintenance included increased charges for purchases of new and replacement equipment. Debt related costs were eliminated completely in 2005. One FTE in Engineering Services was eliminated as part of budget balancing measures in 2005.

In 2006, the projection reflects an increase of \$1.3 million (7.4 percent) in total expenditures. The majority of this increase is due to price fluctuations in supply costs for construction materials and professional services. Personal services show a slight increase for 2006 as all vacant positions were fully funded. A design engineer position was eliminated from Engineering Services. In addition, as a part of City management reorganization, the Capital Improvement Projects Coordinator position was moved under the Public Works director's supervision.

Total expenditures for 2007 are proposed to increase by \$1.5 million (7.9 percent) over 2006. Personal services will increase by \$1.3 million (12.9 percent) due to salary adjustments and new positions for Street Maintenance and Public Improvement Inspections. Supplies and services expenditures increase by \$495,400 (7.3 percent) due to costs for materials and services, additional budget for equipment, and partial restoration of cuts from previous years.

# Public Works

## MAJOR VARIANCE EXPLANATION

The listing of budget amendments that follows details 2007 budget changes.

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>Development Review Fund</u>				
<i>New Appropriation</i>				
Engineering Services - Overtime	0.00	10,000	0	10,000
Program affected: Engineering Services This program is intended to design, construct and manage capital projects in a timely and efficient manner. This amendment will increase funding for overtime to optimize services provided to development review clients.				
<b>New Appropriation Total</b>	<b>0.00</b>	<b>10,000</b>	<b>0</b>	<b>10,000</b>
<b>Development Review Fund Total</b>	<b>0.00</b>	<b>10,000</b>	<b>0</b>	<b>10,000</b>
<u>General Fund</u>				
<i>New Appropriation</i>				
Contract Land Acquisition Manager Paid by Aurora Water	0.00	0	0	0
Program affected: Property Acquisition This program is intended to provide land acquisition services for internal clients. This is a technical adjustment to align budgets consistently across departments. This contract position was approved in the 2006 Spring Supplemental in Aurora Water for work that will be managed by Public Works. This supplemental moves the budget for the contract position (\$90,084) over to Public Works and creates an adjustment consistent to reflect that the cost is allocated to Aurora Water.				
Engineering Services - New Equipment	0.00	35,000	0	35,000
Program affected: Engineering Services This program is intended to provide engineering services to clients and support the completion of capital projects in a timely and efficient manner. This amendment upgrades the equipment commensurate with industry standards. A Global Positioning System (GPS) will increase the accuracy and productivity of the Survey Section.				
Public Improvement Inspections - Additional Staff	1.00	110,642	110,642	0
Program affected: Public Improvements This program supports the goal of providing accurate and timely inspection services to internal and external clients for capital construction projects. This amendment will fund additional staffing needed to avoid delays in construction projects. This is a partial restoration of funds lost through prior budget cuts, and is funded entirely from additional revenues generated by the programs.				

# Public Works

BUDGET AMENDMENT REQUESTS				
Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>General Fund</u>				
<i>New Appropriation</i>				
Public Improvement Inspections - Overtime	0.00	10,100	10,100	0
Program affected: Public Improvements This program supports the goal of providing accurate and timely inspection services to internal and external clients for capital construction projects. This amendment will provide funding for staff to complete inspections in a timely manner. In order to meet this objective, inspectors often work evenings and weekends as needed. This amendment request would bring funding to match current spending levels, and is funded entirely from additional revenues generated by the programs.				
Public Lighting System Growth	0.00	87,100	0	87,100
Program affected: Public Lighting This program provides lighting and traffic signals to ensure public safety. This amendment will increase funding for electricity costs for new street lights, traffic signals, and flashing beacons.				
Software and Staff Training	0.00	15,500	0	15,500
Programs affected: Engineering Services and Public Improvements These programs support Council goals to provide essential transportation, capital improvements, and development support. This amendment requests partial restoration of funds lost through budget cuts. Adequate training is necessary to provide staff support and maintain current service levels. The Engineering design and survey use several software packages, including AutoCAD, LDD, Eagle Point and others.				
Street Maintenance - Additional Staff	6.00	271,267	0	271,267
Program affected: Street Maintenance General Management This program provides for the maintenance of streets at an average pavement condition index and also provides adequate staffing for emergency snow removal. In order to provide an acceptable level of service, one new street maintenance worker is required for every 20 centerline miles added to the street network. Roadway mileage has increased significantly, with 160 centerline miles added in the last ten years but no additional maintenance staff. This amendment adds six additional street maintenance workers to continue to maintain existing streets and to provide adequate staffing for snow removal.				
Street Services - Equipment Rental	0.00	75,000	0	75,000
Program affected: Street Maintenance General Management This program supports the goal to maintain streets at an average pavement condition index. This amendment requests funding to equip the street maintenance division, in order to properly provide street repair, asphalt overlay, and concrete repair services. The equipment used in this operation includes: track pavers, large rollers, compactors, and other equipment as needed.				

# Public Works

## BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2007			
	FTE	Budget	Revenue	Net
<u>General Fund</u>				
<i>New Appropriation</i>				
Street Sweeping Services - Additional Staff	4.00	197,441	0	197,441
Program affected: Street Sweeping This program provides street sweeping services to Aurora residents at regular intervals. In order to provide an acceptable level of sweeping services, one sweeper and operator should be added for every additional 75 centerline miles added to the street network. Roadway mileage has increased significantly, with 160 centerline miles added in the last ten years but no additional sweeping staff. This amendment adds two sweeper operators and two maintenance staff for hauling to continue to maintain the cleanliness of the existing street network and to provide adequate staffing for snow removal. Because sweepers work in teams, additional maintenance staff is necessary to haul sweeping debris. The equipment necessary to provide this service has been requested in the Capital Projects Fund.				
<b>New Appropriation Total</b>	<b>11.00</b>	<b>802,050</b>	<b>120,742</b>	<b>681,308</b>
<b>General Fund Total</b>	<b>11.00</b>	<b>802,050</b>	<b>120,742</b>	<b>681,308</b>
<b>Amendment Request Total</b>	<b>11.00</b>	<b>812,050</b>	<b>120,742</b>	<b>691,308</b>

## EXPENDITURE SUMMARY BY FUND

Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Designated Revenues Fund	0	0	874	12,906
Development Review Fund	1,053,223	1,126,093	1,389,254	1,348,120
General Fund	16,765,015	16,810,767	17,869,919	19,427,067
<b>Expenditures Total</b>	<b>\$17,818,238</b>	<b>\$17,936,860</b>	<b>\$19,260,047</b>	<b>\$20,788,093</b>

## STAFFING SUMMARY BY FUND

Fund	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Development Review Fund	12.85	12.85	12.85	12.85
General Fund	173.15	172.15	172.15	183.15
<b>Staffing Total</b>	<b>186.00</b>	<b>185.00</b>	<b>185.00</b>	<b>196.00</b>

# Public Works

## PROGRAM SUMMARY

### Engineering Services

#### Brief Description

Design and construct Capital Improvement Program projects. Starting in 2006, survey services are identified as a separate function for reporting purposes.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

4,472,449 Total value of Engineering Services CIP budget

##### **(Est.) Cost/Unit:**

\$0.0688 per dollar of value in Engineering Services

##### **Net Cost:**

\$307,829

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	41.00	40.00	26.00	26.00
<b>Expenditures Total</b>	<b>\$2,381,531</b>	<b>\$2,266,732</b>	<b>\$1,850,801</b>	<b>\$1,929,648</b>
Development Review Fund	784,100	851,087	945,137	1,042,736
General Fund	1,597,431	1,415,645	905,664	886,912

#### Program Description

This function designs, constructs, and manages capital improvement, utilities, intersection, Transportation Improvement Projects (T.I.P.), and fence projects for Public Works and various departments. The function also creates and maintains the base mapping for all departments in the city as well as provides support for AMANDA, STELLANT and computer aided dispatch. Total 2007 revenues are estimated at \$1,621,819.

#### Council Goals/Objectives:Activities Supported

Goal: Develop an effective transportation system for moving people and goods.

Activity: Construct and open Fitzsimons Parkway.

Activity: Complete I-225/Colfax Finding of No Significant Impact, Value Engineering Study, and initiate project design.

Activity: Construct E-470/Smoky Hill bridge widening project.

### Fence Repair and Maintenance

#### Brief Description

Repair and maintenance of fences in Special Improvement Districts (SID).

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

N/A

##### **(Est.) Cost/Unit:**

N/A

##### **Net Cost:**

\$0

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$874</b>	<b>\$12,906</b>
Designated Revenues Fund	0	0	874	12,906

#### Program Description

This function manages the repair and maintenance of the fences in Special Improvement Districts. The total 2007 revenues are estimated at \$12,906 for the Dam West and Highpointe special improvement districts.

# Public Works

## PROGRAM SUMMARY

### Fence Repair and Maintenance

#### Council Goals/Objectives:Activities Supported

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Investigate the use of improvement districts for strategic areas.

### Materials Lab

#### Brief Description

Reviews and tests developer and City infrastructure projects

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

104 Miles of infrastructure tested in 2005

##### **(Est.) Cost/Unit:**

\$2,160 per mile of infrastructure tested

##### **Net Cost:**

\$224,613

#### Summary of Appropriations

	<b>2004 Actual</b>	<b>2005 Actual</b>	<b>2006 Projection</b>	<b>2007 Adopted</b>
Regular - FTE	8.00	8.00	7.00	7.00
<b>Expenditures Total</b>	<b>\$437,881</b>	<b>\$384,430</b>	<b>\$372,432</b>	<b>\$384,613</b>
General Fund	437,881	384,430	372,432	384,613

#### Program Description

Prepares subsurface soils investigations for City improvement projects in Public Works, Parks, Aurora Water, and Building Maintenance. Provides testing and qualification of soils, concrete, and asphalt used in City, repair, utility replacement, and maintenance operations. Reviews testing and qualifies materials used in developer infrastructure improvements. Provides technical support for Public Works, Aurora Water, Building Maintenance, and Parks. The 2007 revenues are estimated at \$160,000, however, the net annual cost of the Materials Testing Lab is zero due to testing review fees are built into the Inspections Permits.

#### Council Goals/Objectives:Activities Supported

Goal: Develop an effective transportation system for moving people and goods.

Activity: Construct 2006 street overlay and concrete repair program.

Activity: Construction Intersection improvements at selected locations.

### Operating Transfers & Other Payments

#### Brief Description

This is the general operating transfers and administrative program for the department.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

N/A

##### **(Est.) Cost/Unit:**

N/A

##### **Net Cost:**

\$0

# Public Works

## PROGRAM SUMMARY

### Operating Transfers & Other Payments

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$166,643</b>	<b>\$170,742</b>	<b>\$199,323</b>	<b>\$0</b>
Development Review Fund	166,643	170,742	199,323	0

#### Program Description

This program crosses departments and represents interfund operating transfers.

#### Council Goals/Objectives:Activities Supported

Goal: N/A

Activity: N/A

### Property Acquisition

#### Brief Description

Handles City real estate matters.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

444 Real estate property transactions in 2005

##### **(Est.) Cost/Unit:**

\$551 per real estate property transaction

##### **Net Cost:**

\$244,618

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	4.00	4.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$289,876</b>	<b>\$300,818</b>
General Fund	0	0	289,876	300,818

#### Program Description

Land acquisition for all City departments, including Aurora Water, Parks, Public Works, Urban Renewal, Library, Fire, Police, etc... Land disposal for the City (easements and City facilities). Real estate for special projects: DIA Noise, ArCo Open Space, FRAHA, Prairie Waters Project, Ramparts 72-inch line, land leasing when needed. Library and Aurora Water tasks include negotiations, condemnation support, appraisal procurement, consultant management, license and revocable permit processing, title work closing, environmental assessment, demolition and relocations. Transaction property value is based on \$1/sq. ft./transaction = \$136,500,000. 2007 revenues are estimated at \$56,200.

#### Council Goals/Objectives:Activities Supported

Goal: Develop an effective transportation system for moving people and goods.

Activity: Construct and open Fitzsimons Parkway.

Activity: Construction Intersection improvements at selected locations.

# Public Works

## PROGRAM SUMMARY

### Public Improvements

**Brief Description**

Permits and inspects infrastructure construction.

**Primary Program Measures 2007 (Selected Funds)**
**Volume (most recent data):**

N/A

**(Est.) Cost/Unit:**

N/A

**Net Cost:**

(\$293,996)

**Summary of Appropriations**

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	18.00	18.00	19.00	20.00
<b>Expenditures Total</b>	<b>\$1,153,759</b>	<b>\$1,115,916</b>	<b>\$1,237,705</b>	<b>\$1,408,063</b>
Development Review Fund	0	0	37,700	51,188
General Fund	1,153,759	1,115,916	1,200,005	1,356,875

**Program Description**

Permits, inspects, and warranties developer infrastructure in new construction, including roadways, water lines, sewer lines, storm sewer systems, drainage facilities. Averaging a combined 115.7 miles of roads, water lines, sewer lines, and storm sewer a year for the last five years. Inspections performs 2,100 - 3,200 CO inspections per year, over 5,000 infrastructure permits, and inspects the repair, replacement, maintenance and restoration operations for dry utilities, such as phone, power, cable, gas and fiber optic lines. Permit fees fully cover the operational costs of both Public Improvement Inspections and Materials Testing Laboratory, with a net revenue surplus over the last three years due to very heavy development. 2007 revenues are estimated at \$1,702,059.

**Council Goals/Objectives:Activities Supported**

Goal: Develop an effective transportation system for moving people and goods.

Activity: Construct 2006 street overlay and concrete repair program.

Activity: Construction Intersection improvements at selected locations.

### Public Lighting

**Brief Description**

Street light and traffic signal energy bill.

**Primary Program Measures 2007 (Selected Funds)**
**Volume (most recent data):**

16,213 Number of street lights and traffic signals estimated for 2007

**(Est.) Cost/Unit:**

\$273 per street light or traffic signal

**Net Cost:**

\$4,430,008

**Summary of Appropriations**

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
<b>Expenditures Total</b>	<b>\$3,537,671</b>	<b>\$3,768,090</b>	<b>\$4,189,444</b>	<b>\$4,480,008</b>
General Fund	3,537,671	3,768,090	4,189,444	4,480,008

# Public Works

## PROGRAM SUMMARY

### Public Lighting

#### Program Description

Public lighting funds the monthly energy charges for all street lights and traffic signals. It also covers non-routine street light maintenance costs (e.g. cut underground wires, knock downs, etc.) Measurement is the annual cost per light. 2007 revenues are estimated at \$50,000.

#### Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: City parks/public facilities patrol.

### Public Works Administration

#### Brief Description

Administrative, clerical, budget, and managerial duties.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

20,788,093 Departmental expenditures

##### **(Est.) Cost/Unit:**

\$0.0487 per dollar of departmental expenditures

##### **Net Cost:**

\$1,013,244

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	6.00	6.00	7.00	7.00
<b>Expenditures Total</b>	<b>\$879,139</b>	<b>\$924,885</b>	<b>\$845,192</b>	<b>\$1,013,244</b>
General Fund	879,139	924,885	845,192	1,013,244

#### Program Description

Department budget is prepared and managed. Contract payments, requisitions, and other financial transactions are processed. Administrative and clerical services are provided to divisions via a pool of four employees. This includes typing of all engineering contract documents. Approximately half this program funding is Risk Management charges for the department (\$3,034 per FTE). The director, department budget coordinator/administrative officer, and Capital Projects Coordinator are also included in this program. Measurement is the cost of administrative services and internal service charges per employee. There are no 2007 estimated revenues for this function.

#### Council Goals/Objectives:Activities Supported

Goal: Develop an effective transportation system for moving people and goods.

Activity: Monitor Colorado Tolling Enterprise proposals for I-225 and I-70.

Activity: Seek federal discretionary funding for I-225 Corridor projects.

Activity: Coordinate with and participate in Eastern Metro Transportation Coalition (EMTRAC), RTD, DRCOG and CDOT.

### R.O.W. Development Review

#### Brief Description

Reviews City real estate transactions for technical criteria for Right-of-Way (R.O.W.) easements.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

1,049 Planning and property documents reviewed in 2005

##### **(Est.) Cost/Unit:**

\$257 per planning and property document reviewed

##### **Net Cost:**

\$269,491

# Public Works

## PROGRAM SUMMARY

### R.O.W. Development Review

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	3.00	3.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$263,607</b>	<b>\$289,491</b>
Development Review Fund	0	0	46,200	63,878
General Fund	0	0	217,407	225,613

#### Program Description

Three full-time and one contract employees support all City real estate transactions by technical review, including land records, title review, mathematical calculations, survey data, building permits, development review on subdivision plats, site plans, annexations, street vacations, land and easement dedications and releases, property records, recordation of documents, and phasing and deferral of public improvements. 2007 revenues are estimated at \$20,000.

#### Council Goals/Objectives:Activities Supported

Goal: Develop an effective transportation system for moving people and goods.

Activity: Construct and open Fitzsimons Parkway.

Activity: Construction Intersection improvements at selected locations.

### Street Maintenance Contract Management

#### Brief Description

Provides for maintenance of city streets.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

12,433,482 Street maintenance contract expenditures budgeted in 2007

##### **(Est.) Cost/Unit:**

\$0.0253 per dollar of street maintenance contract expenditures

##### **Net Cost:**

\$314,469

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	4.00	4.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$294,903</b>	<b>\$314,469</b>
General Fund	0	0	294,903	314,469

#### Program Description

This function manages the annual capital program budget for street maintenance. It also prepares long-range financial projections and surveys roadway conditions for all city roadway infrastructure. It makes recommendations to management and City Council about roadway infrastructure condition and funding. This function also manages the construction of all maintenance and repair projects in the Capital Projects Fund for maintenance and repair of city roadways. Included are the Street Overlay Program, the Street Reconstruction Program, the Concrete Repair Program, the Chip Sealing Program, and the ADA Handicap Replacement Program. There are no 2007 estimated revenues for this function.

# Public Works

## PROGRAM SUMMARY

### Street Maintenance Contract Management

Council Goals/Objectives:Activities Supported

Goal: Develop an effective transportation system for moving people and goods.

Activity: Construct 2006 street overlay and concrete repair program.

### Street Maintenance General Management

Brief Description

Provides for maintenance of city streets.

Primary Program Measures 2007 (Selected Funds)

**Volume (most recent data):**

1,118 Centerline Miles of streets maintained

**(Est.) Cost/Unit:**

\$5,613 per mile of street maintained

**Net Cost:**

\$6,275,650

Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	61.00	67.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,775,017</b>	<b>\$6,308,329</b>
General Fund	0	0	5,775,017	6,308,329

Program Description

Provides for maintenance of all public streets, bridges, sidewalks, alleys, and municipal parking lots. Major and minor maintenance and repairs are made on street systems to maintain good condition. Pavement repairs include patching, milling, and overlays. Concrete infrastructure is maintained on arterial, collector, and residential streets, including median islands. Handicap ramps are installed in compliance with the Americans with Disabilities Act. Gravel surface and shoulder maintenance is conducted on rural roads. Routine maintenance includes alley grading, litter removal, and pothole repair. Measurement is the cost of street maintenance services per mile of street. 2007 revenues are estimated at \$32,679.

Council Goals/Objectives:Activities Supported

Goal: Develop an effective transportation system for moving people and goods.

Activity: Construct 2006 street overlay and concrete repair program.

### Street Sweeping

Brief Description

Provides for cleaning of city streets.

Primary Program Measures 2007 (Selected Funds)

**Volume (most recent data):**

1,118 Centerline miles of street cleaned in 2006

**(Est.) Cost/Unit:**

\$1,292 per mile of street cleaned

**Net Cost:**

\$1,444,804

# Public Works

## PROGRAM SUMMARY

### Street Sweeping

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	15.00	15.00	15.00	19.00
<b>Expenditures Total</b>	<b>\$1,155,139</b>	<b>\$1,163,076</b>	<b>\$1,208,796</b>	<b>\$1,446,096</b>
General Fund	1,155,139	1,163,076	1,208,796	1,446,096

#### Program Description

Provides for the cleaning of all public streets, sidewalks, alleys, and municipal parking lots in the City. Routine street cleaning maintains the overall appearance of the City and is required for regional air and water quality. Compliance with the Regional Air Quality Management Plan requires commitment to a regular frequency of street sweeping, especially during the winter months. The frequency of street cleaning is also a requirement of the Storm Water Management Plan for the City and is reported annually as part of regulatory compliance. 2007 revenues are estimated at \$1,292.

#### Council Goals/Objectives:Activities Supported

Goal: Develop an effective transportation system for moving people and goods.

Activity: Construct 2006 street overlay and concrete repair program.

### Surveying Services

#### Brief Description

Provide surveying for City departments.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

29 Number of survey projects in 2005

##### **(Est.) Cost/Unit:**

\$20,945 per survey project

##### **Net Cost:**

\$607,391

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	0.00	0.00	13.00	13.00
<b>Expenditures Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$597,119</b>	<b>\$726,391</b>
General Fund	0	0	597,119	726,391

#### Program Description

This function provides surveying services for Capital Improvement Program, Aurora Water, Parks, and Real Property projects. The city control network is maintained and expanded with city growth. Services are provided on Transportation Improvement Program projects. Survey data is provided to outside developers, engineers, and surveyors. Measurement is the average surveying cost per project. 2007 internal charge revenue is estimated at \$119,000.

# Public Works

## PROGRAM SUMMARY

### Surveying Services

#### Council Goals/Objectives:Activities Supported

Goal: Develop an effective transportation system for moving people and goods.

Activity: Construct and open Fitzsimons Parkway.

Activity: Complete I-225/Colfax Finding of No Significant Impact, Value Engineering Study, and initiate project design.

Activity: Construct E-470/Smoky Hill bridge widening project.

### Traffic Engineering Services

#### Brief Description

Plans, designs, coordinates all traffic control device installations in Aurora. Reviews traffic impact studies and civil construction plans of proposed development.

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

9,921 Traffic engineering service requests in 2005

##### **(Est.) Cost/Unit:**

\$38.77 per traffic engineering request

##### **Net Cost:**

\$384,603

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	8.00	8.00	8.00	8.00
<b>Expenditures Total</b>	<b>\$536,639</b>	<b>\$551,768</b>	<b>\$601,939</b>	<b>\$638,545</b>
Development Review Fund	102,480	104,264	160,894	190,318
General Fund	434,159	447,504	441,045	448,227

#### Program Description

Requests are varied and include: need for traffic signs and signals to address hazards; reviewing signal timing to improve flow; addressing school traffic concerns; coordinating construction detours and lane closures; collecting traffic volume count data; approving oversize/overweight vehicle permits; special use permits; fence permit; sign permits; addressing council requests; coordination with other jurisdictions on traffic improvement projects, etc... In order to respond properly to requests, studies may be needed; data must be collected and evaluated to provide the best resolution per the Traffic Manual and City and State Code regulations. Measurement is the average cost per service request. 2007 revenues are estimated at \$253,942.

#### Council Goals/Objectives:Activities Supported

Goal: Develop an effective transportation system for moving people and goods.

Activity: Construction Intersection improvements at selected locations.

### Traffic Operations

#### Brief Description

Install, maintain, and operate traffic devices throughout Aurora

#### Primary Program Measures 2007 (Selected Funds)

##### **Volume (most recent data):**

1,118 Miles of traffic infrastructure maintained in 2006

##### **(Est.) Cost/Unit:**

\$1,351 per mile of traffic infrastructure maintained

##### **Net Cost:**

\$1,510,720

# Public Works

## PROGRAM SUMMARY

### Traffic Operations

#### Summary of Appropriations

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Regular - FTE	19.00	19.00	18.00	18.00
<b>Expenditures Total</b>	<b>\$1,508,997</b>	<b>\$1,447,573</b>	<b>\$1,533,019</b>	<b>\$1,535,472</b>
General Fund	1,508,997	1,447,573	1,533,019	1,535,472

#### Program Description

Operate, maintain, and upgrade 287 traffic signals and 109 flashing beacons. Install and maintain traffic signs and pavement markings on 1,118 miles of public streets. 2007 revenues are estimated at \$24,752.

#### Council Goals/Objectives:Activities Supported

Goal: Develop an effective transportation system for moving people and goods.

Activity: Construct 2006 street overlay and concrete repair program.

Goal: Ensure a safe community for people.

Activity: Safe Streets Program.



# **CAPITAL PROGRAM**



## **Capital Improvement Program**

This section presents detailed information on the adopted Capital Improvement Program (CIP) budget for the City and includes:

- An overview of the CIP and the associated funds; (H-2 to H-12)
- A summary of the CIP five-year budget plan for each fund, excluding Aurora Water; (H-13)
- A Capital Projects Fund five-year plan showing sources and uses; (H-14)
- A summary of new CIP appropriations, excluding Aurora Water; (H-15 to H-19)
- The Capital Improvement Program, excluding Aurora Water, as adopted by City Council; (H-20 to H-33)
- The Aurora Water Capital Improvement Program, as adopted by City Council; (H-34 to H-37)
- The total of the Capital Improvement Program, as adopted by City Council; (H-38)
- A multi-year spending and federal reimbursement plan for the Transportation Improvement Program (TIP); (H-39)
- A five-year spending plan for the Building Repair Fund; (H-40 to H-42)
- A five-year expanded plan for the Parks, Open Space and Recreation projects; (H-43 to H-49)
- A summary of Facility and Services Master Plan, Phase II (FMP II) projects; (H-50 to H-51)
- The Aurora Water Capital Improvement Program, Detail by Project. (H-52 to H-75).

Data for the years 2005 through 2011 are presented. The 2005 data represents carry forward appropriations reconciled to the City's Comprehensive Annual Financial Report. The 2006 data represents an estimate of how the 2006 budget will end the year. The 2007 figures represent the City's adopted capital budget. All 2008 through 2011 numbers represent planned future expenditures that are part of a balanced five-year Capital Improvement Program.

## Capital Improvement Program Overview

### Capital Improvement Program (CIP)

The City of Aurora's five-year Capital Improvement Program (CIP) identifies the capital needs of the City and allocates existing funds and projected revenues for projects of \$25,000 or more. All projects must have a long-term benefit of at least five years. The CIP functions as a capital-spending plan for all five years. The CIP is the funding program for:

- Public facilities construction, remodeling, and renovation;
- Street overlay and reconstruction;
- Major water and wastewater infrastructure projects;
- Park land acquisition, development, and improvements;
- Major facilities repair and enhancement;
- Technology improvements and infrastructure;
- Traffic signal installation;
- Sidewalk and ADA improvements;
- Major equipment purchases; and
- Art in Public Places.

The CIP includes appropriations to support approved capital projects for the current budget year and reflects the input received from citizens and staff. It also contains appropriations for new projects (see table beginning on page H-15) and any requests to revise prior year appropriations. Unlike the operating budget, which authorizes expenditures for only one fiscal year, capital budget appropriations are multi-year and continue until the project is completed, changed by City Council, or until three fiscal years have elapsed without any expenditure or encumbrance of project funds.

### Overview of Funds Associated with the CIP

There are multiple funds in the City that include at least some expenditures associated with the CIP. Some of these funds also include annual operating appropriations. Listed below is a brief description of the funds associated with the CIP.

- Capital Projects Fund - The Capital Projects Fund (CPF) provides for general government infrastructure and facilities including streets, parks, information systems, and facilities. Major general obligation bond projects (begun prior to 2005) are also found in the CPF. The broad purpose of CPF makes it a key resource in achieving many of the City's strategies for growth and maintenance of City facilities and infrastructure.
- Arapahoe County Open Space Fund - The Arapahoe County Open Space Fund (ArCo Fund) provides for the acquisition, development, and maintenance of parks and open

space in Arapahoe County. The primary source of ArCo Fund revenue is a one quarter of one percent Arapahoe County Open Space sales and use tax.

- **Bond Proceeds Fund** - The Bond Proceeds Fund was established in 2005 to provide for specific projects funded through bond financing and/or interest. The Bond Proceeds Fund does not include bond proceeds associated with the City's enterprise funds.
- **Building Repair Fund** - The Building Repair Fund (BRF) provides funding for major repair and renovation of buildings and facilities operated by the City.
- **Conservation Trust Fund** - Pursuant to Colorado law, the Conservation Trust Fund (CTF) is used for the acquisition, development, and maintenance of new conservation sites or for recreational related capital improvements or maintenance to public sites. The primary source of revenue for CTF is Lottery proceeds distributed by the State of Colorado.
- **Designated Revenue Fund** - The Designated Revenue Fund provides for the management of revenues designated for a specific purpose, excluding gift or grant revenues. Beginning in 2006, capital projects related to the Adams County Open Space tax are included in the Designated Revenue Fund.
- **Enhanced E-911 Fund** - The Enhanced E-911 Fund provides for the acquisition, development and maintenance of emergency communication systems, including the 800-megahertz (MHz) communication system. The primary sources of revenue for the Enhanced E-911 Fund are the emergency telephone surcharge and an annual transfer from the Capital Projects Fund for 800 MHz system debt service.
- **Gifts and Grants Fund** - The Gifts and Grants Fund accounts for gifts and grants to the City from other governments or private parties where the size or duration of the funding source does not warrant establishing a separate fund.
- **Golf Fund** - The Golf Fund is an enterprise fund that provides for the operation and maintenance of City-owned and/or operated golf courses.
- **Parks Development Fund** - The Parks Development Fund (PDF) provides for land acquisition and park construction within specific areas determined by the funding source. The primary source of funding is developer contributions. As of 2006, funds received from the Adams County Open Space Tax and associated projects have been moved from the PDF and are now part of the Designated Revenue Fund.
- **Wastewater Fund** - The Wastewater Fund is an enterprise fund that provides for the systems and operations used in treating and disposing of wastewater from the sanitary sewer and storm drain systems in the City.

- Water Fund - The Water Fund is an enterprise fund that provides for the acquisition of water and water rights as well as for the operation and maintenance of water plants, distribution systems, and infrastructure.

### **Facilities and Services Master Plan Phase II**

The combination of the City's population and geographic growth and the ongoing needs of existing infrastructure have resulted in a growing list of unfunded capital needs. The five-year capital plan, as currently funded, is constrained to a relatively small number of projects. The majority of annual capital funding goes to maintaining existing infrastructure, through appropriations for items such as asphalt overlay, building maintenance, concrete repair, and systems and network replacement. In recognition of the gap between capital needs and existing funding sources, the City has taken steps to develop detail on existing and impending capital needs and identify potential funding sources for those needs.

The Facilities Master Plan, Phase II (FMP II) was originally reviewed at City Council's May 16, 2004 Spring Workshop. FMP II built on and extended the work done in 1999 for the FMP I (also known as the RNL Design Study). FMP I led to the year 2000 bond initiative and voter approval of \$50 million in bonds to support public safety, library, parks and open space projects.

The FMP II provided an update on the City's capital facilities needs by evaluating current population estimates, projected population totals, the distribution of growth, existing service deficiencies, and the City's service standards. The identified facilities needs are future unfunded needs that are not currently included in the five-year Capital Improvement Program. The FMP II does not address the unfunded capital needs of the City's enterprise funds.

In conjunction with the FMP II process, the City completed work on a structural revenue study. The structural revenue study provided a comprehensive assessment of future revenues and expenditures for the City of Aurora. Additionally, the structural revenue study identified potential revenue sources to fund City operating and capital needs.

The resulting project list is intended to be the foundation on which to build future five-year CIP plans. As City Council identifies capital facility priorities and funding becomes available in the CIP, these priority projects will likely be funded as revenues permit. The CIP will also include funding for projects that cost less than \$500,000. These projects will be addressed as needed when funds are available.

The current list of FMP II Projects, with a total estimated unfunded City share capital cost of \$381.7 million, is listed in the table beginning on page H-50. The current estimates differ from the \$281.0 million figure referenced during the structural revenue study due to additions and revisions including:

- In the Library, Recreation, and Cultural Services category, a \$19.7 million North Central Recreation Center is included in place of the Kroc Center, a previously overlooked \$6.1

million addition and reconstruction project at Utah Gymnasium is added, and \$11.9 million in increased capital cost estimates to other projects are listed;

- In the Other category, additions include \$10.0 million for a replacement to the City's financial systems, \$4.0 million for fiber optic connections to City buildings, \$8.5 million for Development Services projects in the Fletcher Plaza, Havana District, Montview Plaza, Transit Oriented Development, and Colfax areas, and \$2.8 million in increased cost estimates;
- In the Public Safety category, \$3.4 million related to projects funded in the current budget proposal, the opening of Fire Stations 14 and 15, construction of a permanent Murphy Creek Fire Station and the purchase of a 5<sup>th</sup> aerial ladder truck, have been removed from the list, while cost estimates on other projects have increased \$333,600; and
- In the Transportation category, the addition of \$34.0 million for the Colfax/I-225 interchange and adjustments to current participation projections account for the majority of the \$40.9 million in increases from the previous figures.

The cost estimates for FMP II projects were developed and updated using the best available information. As priorities are identified, funding becomes available, and timelines become more definite, it will be necessary to formally review the projects and identify updated estimates reflective of final project specifications and current construction market conditions.

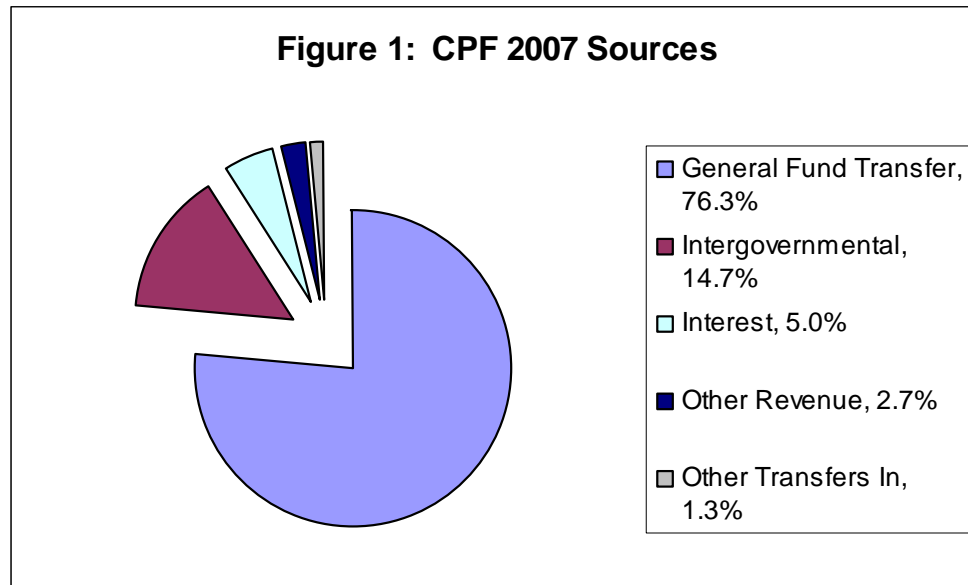
The 2007-2011 five-year CIP plan includes a small number of FMP II projects that have been funded through available revenue. These projects include a 5<sup>th</sup> aerial ladder truck and street sweeping equipment. The 2007 operating budget also includes funding for the staffing of Fire Stations 14 and 15, additional Parks staff and additional Public Works staff—needs identified during the FMP II process. However, the list of unfunded projects has also changed. The original FMP II study focused on capital needs through 2010. In keeping the FMP II project list relevant, as time passes and additional needs are identified, the project list is updated to reflect a current listing of unfunded capital needs through 2011.

## **Financial Overview of the Capital Improvement Plan**

Annual capital appropriations from all the City funds will reach \$373.1 million in 2007, while a grand total of almost \$1.7 billion in capital projects is budgeted or planned between 2007 and 2011. The table beginning on page H-20 of this section is the official list of capital projects, excluding Water and Wastewater Funds, budgeted for 2007 and planned for the remaining years of the five-year CIP. The plan for each fund and any changes are discussed in the following sections.

### **Capital Projects Fund (CPF)**

Capital appropriations for the CPF will be \$28.3 million in 2007, while a grand total of \$142.1 million in capital projects is budgeted or planned between 2007 and 2011. In 2007, the anticipated sources of funding for the Capital Projects Fund total \$23.7 million. The City will decrease CPF funds available by a net of \$4.6 million during 2007. The five-year plan for the CPF is balanced; funding sources have been identified for all planned appropriations.



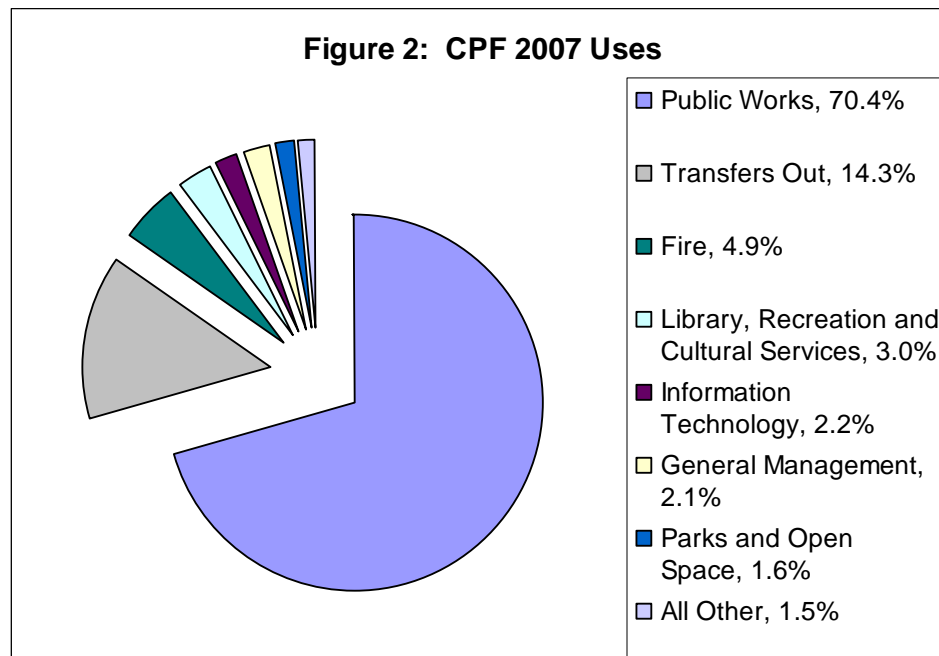
For 2007, approximately 76.3 percent of Capital Projects Fund revenue is from the General Fund. Additional revenues are composed of Intergovernmental revenue from the Adams County Transportation Tax and Transportation Improvement Project grants, interest income, and other smaller miscellaneous revenues. Figure 1 illustrates the breakdown of CPF revenue sources.

City ordinance requires that the CPF receive a transfer equal to 100 percent of all building materials and equipment use taxes plus 4.0 percent of all other General Fund revenues less revenues from the 0.25 percent sales and use tax dedicated to the 2 per 1,000 program. The 2004 and 2005 budgets retained the transfer of all use taxes, but reduced the transfer of all other General Fund revenues from 4.0 percent to approximately 2.0 percent. In 2006, the transfer of all other General Fund revenues was further reduced to an average of approximately 1.0 percent for 2006 through 2010. The 2011 budgeted transfer maintains the reduced transfer percentage adopted in 2006. However, overall CPF sources of funds have increased by \$19.0 million compared to projections from the 2006 Adopted Budget, including the following new revenue:

- \$4.2 million in 2005 revenues from increased general fund transfers and one-time revenue related to the Calpine settlement;
- \$6.2 million in 2006-2010 projected use tax increases;
- \$2.5 million in a 2006 transfer from the General Fund Operating Reserve for fire station construction;
- \$2.4 million in 2006 one-time revenue from an audit receipt and right of way payment;
- \$1.3 million in Adams County Transportation Tax projected increases;
- \$1.1 million in Transportation Improvement Projects grant increases;
- \$600,000 in interest increases; and

- \$685,000 in other revenue increases.

Figure 2 illustrates the breakdown of CPF expenditures in 2007. The \$19.9 million Public Works appropriation consists largely of ongoing maintenance, repair, improvement, and replacement projects. After Public Works, the next largest use of funds is for transfers to other funds—namely a \$2.1 million transfer to Building Repair and \$1.7 million transfer to the Enhanced E-911 Fund.



### Five-Year Capital Projects Fund Plan

The table on page H-14 presents the Capital Project Fund Five-Year Plan including projections of Capital Projects Fund (CPF) revenues and planned expenditures. The sources of funds for all years represent transfers from other City funds, interest, intergovernmental revenues, and other miscellaneous sources.

General Fund transfers for the five-year CPF plan are projected to gradually increase, primarily due to ongoing economic growth. Intergovernmental revenue projections have been adjusted upward due to the addition of grants for TIP projects and the strong performance of revenues associated with the Adams County Transportation Tax. The plan assumes the sunset of the Adams County road and bridge tax at year-end 2008, although voters in Adams County could choose to extend the tax or some form of the tax. Interest related revenues have been adjusted to reflect updated fund balance projections. Other revenues include developer contributions for traffic signals and the repayment of a loan made to the Fitzsimons Redevelopment Authority.

Increased revenue projections have allowed the City to address some of its most urgent capital needs. The City added \$25.2 million in new appropriations to the 2006-2011 CPF plan. The

table beginning on page H -15 presents additions to the CIP. Several of the new appropriations involve inflation adjustments for existing projects. For instance, rising asphalt prices necessitated 20.0 percent increases in appropriations for in-house and contracted street asphalt overlay just to keep these programs close to the existing service levels. Other new appropriations address needs related to growth, including two new fire stations along the E-470 corridor. The \$1.7 million in added Transportation Improvement Program appropriations, for projects such as the Alameda/Sable intersection and Nine Mile Bike/Pedestrian Bridge, will take advantage of available grants to leverage the limited funding for new transportation projects. Also included in the new appropriations is funding for necessary studies and engineering work to support mass transit projects, streetscape improvements, and needed capital equipment for multiple City departments.

### **Transportation Improvement Program**

The Transportation Improvement Program (TIP) identifies the federally funded highway, transit, and trail improvements completed by the Colorado Department of Transportation (CDOT) and other local government sponsors. The Denver Regional Council of Governments (DRCOG), in cooperation with CDOT and the local implementing agency (the City), prepares the TIP. A listing of anticipated Aurora TIP projects for 2006 through 2011 is shown on page H-39. The City budgets 100 percent of the City's cost share for projects managed by CDOT. The City also manages, on behalf of CDOT, several TIP projects in which the City budgets 100 percent of the project costs and then later receives federal reimbursement for approximately 80 percent of the total cost of the project.

The current five-year TIP plan includes funding for the Nine-Mile Bike and Pedestrian Bridge, the Alameda/Sable Intersection, several Light Rail Station Studies, and partial funding for the Colfax/I-225 Intersection. In total, the five-year plan includes approximately \$10.0 million in projects leveraging \$6.1 million in federal/state revenue.

### **Other Funds**

#### **Arapahoe County Open Space Fund (ArCo Fund)**

Arapahoe County voters approved a quarter-percent sales and use tax on the 2003 ballot for acquisition, development, and maintenance of open space, parks, and trails in Arapahoe County. Funds spent on maintenance are limited to 10 percent of annual revenues. There is no limit on the amount that can be spent on patrol and interpretive education programs. In 2007, the projected budget anticipates \$5.5 million in ArCo Fund revenues.

The ArCo funds provide the City with a valuable opportunity to increase funding for parks development. ArCo appropriations have included funding for Utah Park renovation, Springhill Park site planning, a park at Tallyn's Reach, playground renovations, and court replacements. In 2005, the Aurora Capital Leasing Corporation (ACLC), on behalf of the City, leveraged anticipated ArCo revenues by issuing Certificates of Participation (COPs). The use of the COPs allows for land acquisitions at more favorable market conditions.

The five-year capital plan for ARCO anticipates \$17.0 million will be appropriated between 2007 and 2011 in the six categories listed in Table 1.

**Table 1– Summary of Arapahoe County Open Space Five-Year Capital Plan**

<b>Capital Program - ArCo</b>	<b>Five-Year Total</b>	<b>Percent of Total</b>
Construction – Parks	\$ 8,565,000	50.4%
Infrastructure – Parks	4,145,000	24.4%
Infrastructure – Trails	1,975,000	11.6%
Construction – Open Space	1,185,000	7.0%
Design, Engineering, etc	422,706	2.5%
Acquisitions	450,000	2.6%
Infrastructure – Open Space	250,000	1.5%

### **Building Repair Fund**

The Building Repair Fund covers maintenance for items such as roofs, signage, lighting, floor repair, carpet replacement, interior/exterior painting, HVAC, and electrical distribution repair. The primary source of funding is a \$1.9 million annual transfer from the Capital Projects Fund. As part of the City's efforts to identify long-range budget needs, the five-year spending plan is shown on pages H-40 through H-42. The spending plan for 2007 is slightly higher than other years due to the inclusion of work on two historical sites, the Generals Park guard houses and the old MLK library building, and the resurfacing of two pools, Pheasant Run and Parklane. These items have been offset by a one-time increase in the transfer amount. Spending in 2006 is also above average, due to expenses related to a planned supplemental for the replacement of a chiller at the MJC building and elevated costs related to the remodel of the Senior Center. As with 2007, the additional expenses in 2006 are offset by a one-time transfer increase.

### **Conservation Trust Fund (CTF Fund)**

In 2007 the Conservation Trust Fund is expected to receive approximately \$3.0 million in revenue from State Lottery proceeds and interest income. Significant projects for CTF over the next five years include:

- Beck Recreation Center - \$3.2 million
- Construction – Parks - \$3.0 million
- Infrastructure – Parks - \$1.7 million
- Del Mar Bathhouse and Water Features (Family Aquatics Center) - \$1.1 million
- Construction – Open Space - \$1.1 million

The schedule of CTF projects for 2007 and beyond can be seen in detail presented on pages H-43 through H-49.

**Designated Revenue Fund**

As of 2006, the Designated Revenue Fund receives funding from the Adams County Open Space (AdCo) tax. These funds are limited to use for parks and open space within Adams County. Funding from the AdCo tax will be used to support projects including gates at Generals Park, Sand Creek Park, City Park, and playground renovations. In 2007, an appropriation for funds dedicated to Fitzsimons private redevelopment has also been included in the Designated Revenue Fund five-year plan.

**Enhanced E-911 Fund**

The Enhanced E-911 Fund provides for the acquisition, development, and maintenance of the equipment and communication systems related to 911 calls and the 800 MHz radio communication systems. Major projects in the five-year capital plan include MDC infrastructure replacement and 800 MHz portable and mobile replacement. In addition, the Enhanced E-911 Fund pays the debt service associated with the financing of the new 800 MHz communication system through an annual transfer from the Capital Projects Fund.

**Golf Fund**

As an enterprise fund, Golf Fund revenue comes primarily from receipts for services. The largest share of their five-year capital plan is devoted to restroom replacements and upgrades and overall facility enhancements. Other projects include a new driving range at Centre Hills, Springhill green construction, and upgrades to the Springhill irrigation system.

**Parks Development Fund**

The Parks Development Fund receives funding from developer contributions for designated park projects associated with metro districts and annexations. Developer contributions can vary significantly. In 2007 and 2008, these funds will provide for the construction of parks at Murphy Creek North and East Quincy Highlands. The five-year spending plan for the fund is detailed with all other Park, Open Space and Recreation Capital projects on pages H-43 through H-49.

**Other Issues****Art in Public Places**

As a part of the General Fund balancing for the CPF for 2006, funding for Art in Public Places (AIPP) was suspended. The 2007 five-year plan includes restoration of AIPP funding. Generally, an amount equal to one percent of the construction cost of a capital project is dedicated to the program for the acquisition and maintenance of public art. By ordinance, certain projects are not assessed the one percent fee, including underground water and sewer improvements. The amounts currently incorporated into the five-year plan reflect an estimate of the transfer for each year.

**Operating Related Appropriations in the Capital Improvement Program**

The Capital Improvement Program includes appropriations for certain operating expenses related directly to capital projects. Table 2 details the operating expenses included in the 2007 CIP plan. Operating items included in the capital budget are not reported in the operating section of the budget book.

The direct costs appropriations primarily cover the cost of staff whose time is devoted to capital projects or programs. For example, the appropriation for Direct Costs Engineering and Design in the Public Works Department covers the salary and benefit expenses for engineering staff working on transportation projects in the Capital Projects Fund.

**Table 2 – Summary of Operating Related Appropriations in the CIP**

Department	Fund	Item	2007 Amount	Description
Parks and Open Space	ARCO	Direct Costs Design	\$79,143	Funding for expenses associated with design of Parks and Open Space's ARCO projects
Parks and Open Space	CPF	Direct Costs Design	\$74,629	Funding for expenses associated with design of Parks and Open Space's capital projects
General Management	BRF	Direct Costs Facilities Management	115,170	Funding for operating related expenses associated with building maintenance and repair projects
Finance	CPF	Direct Costs Financial Services	102,799	Funding for operating expenses to provide financial and budget oversight for the City's CPF
Information Technology	CPF	Transfer to E-911 Fund	1,710,000	Transfer funding for debt service on the 800 MHz Communication System
General Management	CPF	Direct Costs Purchasing Services	393,817	Funding for operating related expenses associated with purchasing services benefiting the CPF
Public Works	CPF	Direct Costs Engineering and Design	962,805	Funding for expenses associated with engineering and design of Public Works' CPF projects
Public Works	CPF	Direct Costs Capital Projects Coordinator	105,473	Funding for expenses associated with internal capital project management

### Aurora Water

Aurora Water has identified a Capital Improvement Plan that will improve the reliability of Aurora's water supply and meet anticipated growth needs of the City. The five-year Capital Improvement Plan will increase the City's core water rights portfolio and infrastructure so that an adequate and sustainable supply of water can be provided to current customers, and ensure that future utility services are operational before demand is placed on the systems. A number of new residential developments, businesses, and agencies are proposed and/or underway in Aurora, such as southeast developments along E-470 and the new life sciences hub at the Fitzsimons Medical Center. New development places additional demands on the systems and requires additional water, sewer, and storm drainage services. The entire community will benefit when these projects are completed and become part of the core services for Aurora.

The five-year Capital Improvement Plan, including the Prairie Waters Project, has been updated since presented in the 2006 Operating & Capital Improvement Budget. Changes have been made to incorporate needs identified through the Water Delivery Plan and Water Master Plan, control costs, and accomplish Council goals. Other changes to the plan include the delay of some projects to coincide with development. The proposed five-year Capital Improvement Plan (2007-2011) for the Water Fund includes \$133.9 million for storage acquisition, \$90.6 million

for land/water acquisition, and \$768.7 million for the Prairie Waters Project. These projects will deliver 10,000 acre-feet of water to current customers by 2010. This new water source will augment the City's current deliverable water sources and provide a water delivery system that is independent from the southern supply system. The plan also includes \$65.0 million for transmission and distribution projects and \$41.4 million for facilities (pump stations, etc...). In 2007 significant projects include:

- Aurora Water Purification Utility Corridor – \$41.0 million;
- Aurora Water Land Acquisition – \$24.1 million;
- Lower South Platte Water Rights Acquisition – \$10.0 million; and
- Lower South Platte Storage – \$10.8 million.

The five-year Capital Improvement Plan also includes sanitary sewer and storm drainage projects designed to meet the needs of current customers and provide for future development. Major capital improvement projects in the Wastewater Fund include expansion and improvement of the sanitary sewer/storm drainage systems throughout the City including Tollgate Creek and E-470 Corridor. Projects such as Westside Interceptor/Parallel Sewer, First Creek, Highpointe Lift Station, and Reuse Storage are intended to provide additional capacity and storage space to the wastewater system. An operations facility is also planned in south Aurora for efficient operations. Of the \$222.9 million proposed under the five-year Wastewater Capital Improvement Program, \$139.4 million is for Sanitary Sewer projects and \$83.6 million is for Storm Drainage projects.

## 2007 - 2011 Capital Improvement Program Summary by Fund

Fund	Carryforward Appropriation 2005 <sup>1</sup>	2006 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2007 - 2011
			2007 Adopted	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
Arapahoe County Open Space Fund	1,218,842	3,500,645	4,379,143	2,066,913	3,769,370	2,691,902	4,085,378	16,992,706
Bond Proceeds Fund	975,421	125,000	0	0	0	0	0	0
Building Repair Fund	928,276	2,816,573	2,159,751	1,991,901	1,932,127	1,917,960	1,893,019	9,894,758
Capital Projects Fund	22,622,899	21,040,829	28,273,604	33,252,273	26,588,161	26,452,848	27,575,253	142,142,139
Community Maintenance Fund	347,848	0	0	0	0	0	0	0
Conservation Trust Fund	5,560,560	2,440,194	1,453,000	4,151,740	2,205,000	1,469,700	2,585,871	11,865,311
Designated Revenues Fund	11,648,334	828,000	2,410,461	780,000	400,000	250,000	490,000	4,330,461
Enhanced E-911 Fund	1,024,945	2,143,105	2,152,989	2,231,492	3,414,001	3,328,659	3,447,894	14,575,035
Gifts & Grants Fund	3,773,047	8,940,354	0	0	0	0	0	0
Golf Courses Fund	152,218	345,000	382,500	240,000	275,000	470,000	180,000	1,547,500
Parks Development Fund	1,420,375	687,834	547,934	415,810	0	0	130,662	1,094,406
Wastewater Fund	25,290,403	17,607,734	29,090,566	54,407,496	53,963,778	50,506,367	34,952,996	222,921,203
Water Fund	113,615,942	108,038,264	137,410,975	343,474,804	406,196,264	134,592,992	173,348,646	1,195,023,681
<b>Total Capital Improvement Program</b>	<b>\$188,579,110</b>	<b>\$168,513,532</b>	<b>\$208,260,923</b>	<b>\$443,012,429</b>	<b>\$498,743,701</b>	<b>\$221,680,428</b>	<b>\$248,689,719</b>	<b>\$1,620,387,200</b>

<sup>1</sup> Figures represent previous years unspent appropriation as of December 31, 2005, as reported in the 2005 Comprehensive Annual Financial Report.

<sup>2</sup> Figures represent an estimate of how the 2006 adopted budget will be amended by year-end 2006. This column includes the 2006 adopted budget plus budget transfers, Spring 2006 budget amendments, and contemplated amendments, transfers and lapses for the remainder of 2006. A negative figure is generally the result of the application of a budget reduction to a project with unspent prior year appropriation.

2007 Adopted Budget

Capital Improvement Program -  
Capital Projects Fund Five-Year Plan 2007 - 2011

Capital Projects Fund Five-Year Plan 2007 - 2011

	2006 Projection	2007 -2011 Five-Year Plan					Total 2007 - 2011
		2007 Adopted	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
Beginning Funds Available	\$ 15,294,248	\$ 21,178,182	\$ 16,577,844	\$ 10,186,370	\$ 5,867,027	\$ 3,631,363	N/A
<b>SOURCES OF FUNDS</b>							
General Fund Transfer In							
2006 Budgeted General Fund Transfer	\$ 15,456,352	\$ 16,928,027	\$ 18,307,734	\$ 19,828,239	\$ 21,450,534	N/A	\$ 76,514,534
Additional General Fund Transfer	6,735,034	1,130,583	851,942	976,867	1,402,396	N/A	4,361,788
Addition of 2011 General Fund Transfer	-	-	-	-	-	25,064,923	25,064,923
<b>2006 Proposed General Fund Transfer</b>	<b>\$ 22,191,386</b>	<b>\$ 18,058,610</b>	<b>\$ 19,159,676</b>	<b>\$ 20,805,106</b>	<b>\$ 22,852,930</b>	<b>\$ 25,064,923</b>	<b>\$ 105,941,245</b>
Other Transfers In							
Desig. Rev. Fund Transfer (Smoky Hill Bridge)	\$ -	\$ 300,370	\$ -	\$ -	\$ -	\$ -	\$ 300,370
<b>Intergovernmental Revenues</b>							
Adams County Sales Tax (expires in 2009)	2,264,365	2,377,583	2,486,952	-	-	-	4,864,535
Federal/State Grants	-	1,104,000	3,796,000	400,000	400,000	400,000	6,100,000
Other Intergovernmental Revenues	700,000	-	-	-	-	-	-
<b>Interest</b>	1,200,000	1,200,000	1,000,000	650,000	555,000	400,000	3,805,000
<b>Other Revenues</b>							
Developer Contributions	340,000	400,000	250,000	250,000	250,000	250,000	1,400,000
Other Miscellaneous Revenues	229,012	232,702	168,171	163,712	159,254	154,795	878,634
<b>TOTAL SOURCES OF FUNDS</b>	<b>\$ 26,924,763</b>	<b>\$ 23,673,265</b>	<b>\$ 26,860,799</b>	<b>\$ 22,268,818</b>	<b>\$ 24,217,184</b>	<b>\$ 26,269,718</b>	<b>\$ 123,289,785</b>
<b>USES OF FUNDS</b>							
Development Services	\$ 250,000	\$ 32,580	\$ 32,580	\$ 32,580	\$ 32,580	\$ 32,580	\$ 162,900
Finance	332,586	127,799	131,397	134,589	137,877	142,392	674,054
Fire	1,080,000	1,393,000	3,450,000	550,000	50,000	2,950,000	8,393,000
General Management	(12,228)	587,817	1,047,601	2,479,829	3,076,423	449,720	7,641,390
Information Technology	1,466,140	2,330,000	2,130,000	2,160,000	2,160,000	2,160,000	10,940,000
Library, Recreation and Cultural Services	-	850,000	-	-	-	-	850,000
Non-Departmental	2,969,360	2,333,800	2,058,800	2,058,800	2,058,800	2,058,800	10,569,000
Parks and Open Space	253,781	444,629	377,241	747,070	381,945	385,223	2,336,108
Planning	-	150,000	-	-	-	-	150,000
Police	-	113,000	-	-	-	-	113,000
Public Works	14,701,190	19,910,979	24,024,654	18,425,293	18,555,223	19,396,537	100,312,686
<b>TOTAL USES OF FUNDS</b>	<b>\$ 21,040,829</b>	<b>\$ 28,273,604</b>	<b>\$ 33,252,273</b>	<b>\$ 26,588,161</b>	<b>\$ 26,452,848</b>	<b>\$ 27,575,253</b>	<b>\$ 142,142,138</b>
<b>Net</b>	<b>\$ 5,883,934</b>	<b>\$ (4,600,339)</b>	<b>\$ (6,391,474)</b>	<b>\$ (4,319,343)</b>	<b>\$ (2,235,664)</b>	<b>\$ (1,305,534)</b>	<b>\$ (18,852,354)</b>
<b>Funds Available prior to Designations</b>	<b>\$ 21,178,182</b>	<b>\$ 16,577,844</b>	<b>\$ 10,186,370</b>	<b>\$ 5,867,027</b>	<b>\$ 3,631,363</b>	<b>\$ 2,325,828</b>	<b>N/A</b>
<b>Less Reservations/Designations</b>							
Reservation for Inflation	\$ -	\$ (1,250,000)	\$ (1,250,000)	\$ (1,250,000)	\$ (1,250,000)	\$ (1,250,000)	N/A
Designation of FRA Loan Repayment	(169,221)	(341,923)	(510,094)	(673,806)	(833,060)	(987,855)	N/A
<b>Funds Available For Future Projects</b>	<b>\$ 21,008,962</b>	<b>\$ 14,985,921</b>	<b>\$ 8,426,276</b>	<b>\$ 3,943,221</b>	<b>\$ 1,548,303</b>	<b>\$ 87,973</b>	<b>N/A</b>

# **Capital Improvement Program New Projects/Projects with Increased Funding without Aurora Water**

Fund\Department\Project		Five-Year Plan						Total Cost 2007-2011	Comments	
		2006 Projection	2007 Adopted	2008 Planned	2009 Planned	2010 Planned	2011 Planned			
<u>Arapahoe County Open Space Fund</u>										
Parks and Open Space										
New	Construction - Open Space	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ 700,000	\$ 775,000	Heritage Farm, Fencing, Structures, etc.	
New	Infrastructure - Trails	-	-	-	-	-	375,000	375,000	Trail replacement	
61902	Construction - Parks	-	-	-	-	-	1,142,000	1,142,000	Springhill Park, Del Mar Park master plan	
61903	Infrastructure - Parks	-	-	-	-	-	805,000	805,000	Signage, shelter and path replacement, etc.	
61914	Direct Costs - Design, Engineering, etc.	-	-	-	-	-	3,476	3,476	Technical adjustment	
Total Parks and Open Space		\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ 3,025,476	\$ 3,100,476		
Total Arapahoe County Open Space Fund		\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ 3,025,476	\$ 3,100,476		
<u>Bond Proceeds Fund</u>										
Parks and Open Space										
62730	Havana West Acquisition	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Fall supplemental - settlement/legal costs	
Total Parks and Open Space		\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Total Bond Proceeds Fund		\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
<u>Building Repair Fund</u>										
General Management										
40033	Direct Cost Facilities Management	\$ -	\$ 1,451	\$ 1,786	\$ 1,546	\$ 1,289	\$ 6,348	\$ 12,420	Technical adjustments to match actual costs	
40724	Major Building Repair	684,257	158,000	94,439	117,424	70,164	1,761,500	2,201,527	MJC Chiller, Senior Center Addition, etc.	
Total General Management		\$ 684,257	\$ 159,451	\$ 96,225	\$ 118,970	\$ 71,453	\$ 1,767,848	\$ 2,213,947		
Total Building Repair Fund		\$ 684,257	\$ 159,451	\$ 96,225	\$ 118,970	\$ 71,453	\$ 1,767,848	\$ 2,213,947		
<u>Capital Projects Fund</u>										
Development Services										
71701	Economic Development Infrastructure	\$ -	\$ 32,580	\$ 32,580	\$ 32,580	\$ 32,580	\$ 32,580	\$ 162,900	Reinstatement	
Total Development Services		\$ -	\$ 32,580	\$ 32,580	\$ 32,580	\$ 32,580	\$ 32,580	\$ 162,900		
Finance										
34017	Direct Costs Financial Services	\$ -	\$ 10,524	\$ 11,123	\$ 11,218	\$ 11,309	\$ 15,824	\$ 59,998	Adjustment to match actual cost	
New	Impact Fee Study	218,215	-	-	-	-	-	-	Fall supplemental	
Total Finance		\$ 218,215	\$ 10,524	\$ 11,123	\$ 11,218	\$ 11,309	\$ 15,824	\$ 59,998		

### Capital Improvement Program New Projects/Projects with Increased Funding without Aurora Water

Fund\Department\Project		Five-Year Plan					Total Cost 2007-2011	Comments
		2006 Projection	2007 Adopted	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b>Fire</b>								
New	5th Aerial Ladder Truck	\$ -	\$ 843,000	\$ -	\$ -	\$ -	\$ -	\$ 843,000 FMP II
New	New Fire Station - Northeast	-	-	2,900,000	-	-	-	2,900,000 Earmarked from 2005 Additional Revenue
New	New Fire Station - Murphy Creek	-	-	-	-	-	2,900,000	2,900,000
58707	Whelen Warning System	-	20,000	20,000	20,000	20,000	20,000	100,000 Addition to current 30k/year
58729	Fire Station No. 1 Reconstruction	400,000	-	-	-	-	-	- Increased construction costs
58732	Fire Station Remodels	-	-	-	500,000	-	-	500,000 Move project back one year
New	Quartermaster Storage Facility	650,000	-	-	-	-	-	- Fall supplemental
New	Public Safety Facilities Studies	185,560	-	-	-	-	-	- Fall supplemental
<b>Total Fire</b>		<b>\$ 1,235,560</b>	<b>\$ 863,000</b>	<b>\$ 2,920,000</b>	<b>\$ 520,000</b>	<b>\$ 20,000</b>	<b>\$ 2,920,000</b>	<b>\$ 7,243,000</b>
<b>General Management</b>								
New	New Records Management System	\$ -	\$ -	100,000	\$ -	\$ -	\$ -	\$ 100,000
New	Council Meeting System	-	100,000	-	-	-	-	100,000
40032	Direct Cost Purchasing	-	(668)	1,823	2,390	2,944	20,241	26,730 Normal growth
New	Digital Offset High Volume Direct Press	-	67,000	-	-	-	-	67,000
New	Digital Postage Meter	-	27,000	-	-	-	-	27,000 Mandatory upgrade
<b>Total General Management</b>		<b>\$ -</b>	<b>\$ 193,332</b>	<b>\$ 101,823</b>	<b>\$ 2,390</b>	<b>\$ 2,944</b>	<b>\$ 20,241</b>	<b>\$ 320,730</b>
<b>Information Technology</b>								
New	Urban Services Extension Implementation	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
<b>Total Information Technology</b>		<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>
<b>Non-Departmental</b>								
28082	Transfer To Building Repair Fund	\$ 500,000	\$ 275,000	\$ -	\$ -	\$ -	\$ -	\$ 275,000 500K centrifugal chiller, 175K Hornbine/ Generals Park guard houses, 100K pool resurfacing at two locations
25082	Art in Public Places (Transfer to Cultural Fund)	-	200,000	200,000	200,000	200,000	200,000	1,000,000 Reinstatement
<b>Total Non-Departmental</b>		<b>\$ 500,000</b>	<b>\$ 475,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ 1,275,000</b>
<b>Parks and Open Space</b>								
61826	Direct Costs - Design, Engineering, etc.	\$ -	\$ 74,629	\$ 77,241	\$ 79,558	\$ 81,945	\$ 85,223	\$ 398,596 Reinstatement
61701	Median/Streetscapes Development	-	-	-	367,512	-	-	367,512 Colfax/Airport Streetscapes
New	Highline Park Lights and Scoreboard	-	70,000	-	-	-	-	70,000
<b>Total Parks and Open Space</b>		<b>\$ -</b>	<b>\$ 144,629</b>	<b>\$ 77,241</b>	<b>\$ 447,070</b>	<b>\$ 81,945</b>	<b>\$ 85,223</b>	<b>\$ 836,108</b>

### Capital Improvement Program New Projects/Projects with Increased Funding without Aurora Water

Fund\Department\Project		Five-Year Plan						Total Cost 2007-2011	Comments
		2006 Projection	2007 Adopted	2008 Planned	2009 Planned	2010 Planned	2011 Planned		
Planning									
New	Comprehensive Planning Economic & Engineering Studies	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000	20K Population/Employment Forecast Model conversion, 80K TOD/Station Area Economic Studies, 50K Engineering of Urban Street Standards
Total Planning		\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000	
Police									
New	Noritsu Mini Lab - Computer Replacement	\$ -	\$ 113,000	\$ -	\$ -	\$ -	\$ -	\$ 113,000	
Total Police		\$ -	\$ 113,000	\$ -	\$ -	\$ -	\$ -	\$ 113,000	
Public Works:									
49710	Traffic Signals-New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 77,000	\$ 77,000	Add 2011 ongoing funding
49712	Street Asphalt Overlay Program	-	974,863	1,004,110	1,034,233	1,065,260	1,290,844	5,369,310	20% increase in 2007, 3% each year after
49713	Concrete Repair Program	-	77,608	79,936	82,334	84,804	152,858	477,540	7% increase 2007, 3% each year after
49721	Street Reconstruction	-	-	-	-	-	54,801	54,801	Add 2011 ongoing funding
49779	Direct Costs- Design, Engr, etc.	-	28,036	31,354	29,881	28,287	70,575	188,133	Adjustment to match actual costs
49743	TIP MASTER	60,490	1,194,000	455,000	-	-	25,000	1,674,000	Add 2011 ongoing funding
49752	Major Intersection Traffic Improvements	-	-	-	-	-	15,000	15,000	Add 2011 ongoing funding
49753	Alley Construction, NW Aurora	-	-	-	-	-	18,000	18,000	Add 2011 ongoing funding
49786	Traffic Signal Replacement Program	-	-	-	-	-	10,000	10,000	Add 2011 ongoing funding
49793	Street Asphalt Overlay Program - In House	-	78,753	81,115	83,548	86,055	104,278	433,749	20% increase 2007, 3% each year after
49794	Chip Seal Program	-	283,320	291,819	300,574	309,591	342,323	1,527,627	200K Crack Seal Add, 15% 2007 increase, 3% each year after
New	School Traffic Control Devices Study	-	250,000	-	-	-	-	250,000	
New	Traffic Signal Timing Study	-	240,000	250,000	-	-	250,000	740,000	
New	Bridge Maintenance	-	50,000	50,000	50,000	50,000	50,000	250,000	
New	New Street Sweeping Equipment	-	678,000	-	-	-	-	678,000	2 Street Sweepers, 2 Tandem Axel Trucks
New	Mid Block Lighting	-	50,000	50,000	50,000	50,000	50,000	250,000	Reinstates program
New	Equipment Replacement	-	128,219	-	-	-	-	128,219	22K Truck Oven replacement, 40K Thermoplastic Melter, 66K Engineering Services
New	Direct Costs - Capital Projects Coordinator	101,906	105,473	109,165	112,439	115,813	120,445	563,335	
Total Public Works		\$ 162,396	\$ 4,138,272	\$ 2,402,499	\$ 1,743,009	\$ 1,789,810	\$ 2,631,124	\$ 12,704,714	
Total Capital Projects Fund		\$ 2,116,171	\$ 6,320,337	\$ 5,745,266	\$ 2,956,267	\$ 2,138,588	\$ 5,904,992	\$ 23,065,450	

# **Capital Improvement Program New Projects/Projects with Increased Funding without Aurora Water**

Fund\Department\Project		Five-Year Plan						Total Cost 2007-2011	Comments
		2006 Projection	2007 Adopted	2008 Planned	2009 Planned	2010 Planned	2011 Planned		
<u>Conservation Trust Fund</u>									
Library, Recreation, and Cultural Services									
43727	Beck Recreation Center Remodel	\$ -	\$ -	\$ 867,189	\$ 650,000	\$ -	\$ -	\$ 1,517,189	Increased appropriation
43733	Senior Center Addition	-	75,000	-	-	-	-	75,000	Increased appropriation
Total Library, Recreation, and Cultural Services		\$ -	\$ 75,000	\$ 867,189	\$ 650,000	\$ -	\$ -	\$ 1,592,189	
Parks and Open Space									
61703	Infrastructure - Parks	\$ -	\$ 300,000	\$ 17,000	\$ -	\$ -	\$ -	\$ 317,000	Court and park path replacement, etc.
61741	Art in Public Places	-	5,000	8,900	6,700	1,000	5,800	27,400	Reinstatement
61847	Infrastructure - Open Space	-	20,000	-	-	25,000	-	45,000	Small projects
61886	Construction - Open Space	-	500,000	150,000	150,000	150,000	30,000	980,000	Reservoir projects, Ponderosa Preserve, etc.
61887	Construction - Parks	-	-	9,000	120,000	-	1,150,000	1,279,000	Spencer Garrett Park, Triangle Park, etc.
Total Parks and Open Space		\$ -	\$ 825,000	\$ 184,900	\$ 276,700	\$ 176,000	\$ 1,185,800	\$ 2,648,400	
Total Conservation Trust Fund		\$ -	\$ 900,000	\$ 1,052,089	\$ 926,700	\$ 176,000	\$ 1,185,800	\$ 4,240,589	
<u>Designated Revenues Fund</u>									
Development Services									
New	Fitzsimon's Private Redevelopment	\$ -	\$ 2,310,461	\$ -	\$ -	\$ -	\$ -	\$ 2,310,461	Moved to capital
Total Development Services		\$ -	\$ 2,310,461	\$ -	\$ -	\$ -	\$ -	\$ 2,310,461	
Parks and Open Space									
61900	Construction - Parks	\$ -	\$ 100,000	\$ -	\$ 350,000	\$ -	\$ 440,000	\$ 890,000	City Park, Terrace Park, etc.
61913	Construction - Open Space	-	-	378,000	-	-	-	378,000	Sand Creek Park
61915	Infrastructure - Open Space	-	-	-	15,000	15,000	35,000	65,000	Small Projects
Total Parks and Open Space		\$ -	\$ 100,000	\$ 378,000	\$ 365,000	\$ 15,000	\$ 475,000	\$ 1,333,000	
Total Designated Revenues Fund		\$ -	\$ 2,410,461	\$ 378,000	\$ 365,000	\$ 15,000	\$ 475,000	\$ 3,643,461	
<u>Enhanced E-911 Fund</u>									
Information Technology									
New	800 MHz Portable and Mobile Replacement	\$ -	\$ -	\$ -	\$ 902,000	\$ -	\$ 956,931	\$ 1,858,931	Increase
New	E-911 Recorder	-	-	-	200,000	-	-	200,000	New request
37729	800 MHz Radio Expansion	-	-	-	-	-	1,118	1,118	Add 2011 ongoing funding
37733	MDC Infrastructure Replacement	-	-	-	-	-	90,246	90,246	Add 2011 ongoing funding
Total Information Technology		\$ -	\$ -	\$ -	\$ 1,102,000	\$ -	\$ 1,048,295	\$ 2,150,295	
Total Enhanced E-911 Fund		\$ -	\$ -	\$ -	\$ 1,102,000	\$ -	\$ 1,048,295	\$ 2,150,295	

### Capital Improvement Program New Projects/Projects with Increased Funding without Aurora Water

Fund\Department\Project		Five-Year Plan						Total Cost 2007-2011	Comments
		2006 Projection	2007 Adopted	2008 Planned	2009 Planned	2010 Planned	2011 Planned		
<u>Gifts &amp; Grants Fund</u>									
Parks and Open Space									
61916	AWQUA Exhibits	\$ 23,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	- Supplemental item
61917	Coal Creek Adventure Park	250,000	-	-	-	-	-	-	- Supplemental item
Total Parks and Open Space		\$ 273,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Public Works									
49763	Fitzsimons Landfill Remediation Grant	\$ 8,509,830	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	- Insurance reimbursement - supplemental
49808	Intelligent Transport System	157,024	-	-	-	-	-	-	- Supplemental item
Total Public Works		\$ 8,666,854	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Gifts & Grants Fund		\$ 8,940,354	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
<u>Golf Courses Fund</u>									
Parks and Open Space									
New	Pump Station/Irrigation Control Enhancements	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000	New appropriation
New	Restroom Replacements and Upgrades	-	50,000	-	-	-	-	50,000	Increase
61585	Hardscape Improvements	-	-	30,000	30,000	30,000	-	90,000	
61586	Facility Enhancement	-	-	-	-	-	40,000	40,000	
61605	Art In Public Places - Transfer to CSF	-	2,500	-	-	-	-	2,500	Reinstatement of AIPP
Total Parks and Open Space		-	\$ 102,500	\$ 80,000	\$ 80,000	\$ 80,000	\$ 90,000	\$ 432,500	
Total Golf Courses Fund		\$ -	\$ 102,500	\$ 80,000	\$ 80,000	\$ 80,000	\$ 90,000	\$ 432,500	
<u>Parks Development Fund</u>									
Parks and Open Space									
61894	Construction - Parks	\$ 363,026	\$ 311,834	\$ 181,410	\$ -	\$ -	\$ 130,662	\$ 623,906	Park at Tallyn's, Conservatory Park, etc.
Total Parks and Open Space		\$ 363,026	\$ 311,834	\$ 181,410	\$ -	\$ -	\$ 130,662	\$ 623,906	
Total Parks Development Fund		\$ 363,026	\$ 311,834	\$ 181,410	\$ -	\$ -	\$ 130,662	\$ 623,906	
Total Capital Improvement Program without Aurora Water		\$ 12,228,808	\$ 10,279,583	\$ 7,532,990	\$ 5,548,937	\$ 2,481,041	\$ 13,628,073	\$ 39,470,624	

## 2007 - 2011 Capital Improvement Program

### Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward	2006	Five-Year Plan					Total Cost 2007 - 2011
	Appropriation 2005 <sup>1</sup>	Projected Budget <sup>2</sup>	2007 Adopted	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<u>Arapahoe County Open Space Fund</u>								
<i>Parks &amp; Open Space</i>								
61835 Infrastructure - Trails	0	0	1,425,000	0	0	0	550,000	1,975,000
61892 Construction - Open Space	0	0	225,000	0	0	260,000	700,000	1,185,000
61901 Acquisitions	0	0	0	0	200,000	250,000	0	450,000
61902 Construction - Parks	673,342	2,773,000	1,780,000	1,635,000	3,050,000	400,000	1,700,000	8,565,000
61903 Infrastructure - Parks	420,500	380,000	820,000	300,000	385,000	1,645,000	995,000	4,145,000
61906 Infrastructure - Open Space	125,000	200,000	50,000	50,000	50,000	50,000	50,000	250,000
61914 Direct Costs - Design, Engineering, etc.	0	147,645	79,143	81,913	84,370	86,902	90,378	422,706
<b>Total Parks &amp; Open Space</b>	<b>\$1,218,842</b>	<b>\$3,500,645</b>	<b>\$4,379,143</b>	<b>\$2,066,913</b>	<b>\$3,769,370</b>	<b>\$2,691,902</b>	<b>\$4,085,378</b>	<b>\$16,992,706</b>
<b>Total Arapahoe County Open Space Fund</b>	<b>\$1,218,842</b>	<b>\$3,500,645</b>	<b>\$4,379,143</b>	<b>\$2,066,913</b>	<b>\$3,769,370</b>	<b>\$2,691,902</b>	<b>\$4,085,378</b>	<b>\$16,992,706</b>
<u>Bond Proceeds Fund</u>								
<i>Fire</i>								
58730 Fire Station No. 1	100,000	0	0	0	0	0	0	0
58731 Fire Station No. 4 Remodel	64,118	0	0	0	0	0	0	0
<b>Total Fire</b>	<b>\$164,118</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>Library, Rec &amp; Cultural Svcs</i>								
44015 Art In Public Places - 2000 Public Safety Bond	59,395	0	0	0	0	0	0	0
44713 Art In Public Places - 2000 Library Bond	20,490	0	0	0	0	0	0	0
44714 Art In Public Places - 2000 Parks Bond	61,568	0	0	0	0	0	0	0
<b>Total Library, Rec &amp; Cultural Svcs</b>	<b>\$141,453</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 2007 - 2011 Capital Improvement Program

### Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward	2006	Five-Year Plan					Total Cost 2007 - 2011
	Appropriation 2005 <sup>1</sup>	Projected Budget <sup>2</sup>	2007 Adopted	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b><u>Bond Proceeds Fund</u></b>								
<i>Parks &amp; Open Space</i>								
62729 Havana West Construction -Bond Proceeds Fund	541,352	0	0	0	0	0	0	0
62730 Havana West Acquisition - Bond Proceeds Fund	85,753	125,000	0	0	0	0	0	0
<b>Total Parks &amp; Open Space</b>	<b>\$627,105</b>	<b>\$125,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>Police</i>								
55714 District I Parking Lot	42,745	0	0	0	0	0	0	0
<b>Total Police</b>	<b>\$42,745</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Bond Proceeds Fund</b>	<b>\$975,421</b>	<b>\$125,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b><u>Building Repair Fund</u></b>								
<i>General Management</i>								
40033 Direct Cost Facilities Management Services	0	110,139	115,170	119,201	122,777	126,460	131,519	615,127
40724 Major Building Repair	923,559	2,706,434	2,044,581	1,872,700	1,809,350	1,791,500	1,761,500	9,279,631
40730 MLK Fox Theater HVAC	4,717	0	0	0	0	0	0	0
<b>Total General Management</b>	<b>\$928,276</b>	<b>\$2,816,573</b>	<b>\$2,159,751</b>	<b>\$1,991,901</b>	<b>\$1,932,127</b>	<b>\$1,917,960</b>	<b>\$1,893,019</b>	<b>\$9,894,758</b>
<b>Total Building Repair Fund</b>	<b>\$928,276</b>	<b>\$2,816,573</b>	<b>\$2,159,751</b>	<b>\$1,991,901</b>	<b>\$1,932,127</b>	<b>\$1,917,960</b>	<b>\$1,893,019</b>	<b>\$9,894,758</b>
<b><u>Capital Projects Fund</u></b>								
<i>Development Services</i>								
71701 Economic Development Infrastructure	0	0	32,580	32,580	32,580	32,580	32,580	162,900
71704 Land Acquisition - Potential NW Community Center	250,000	250,000	0	0	0	0	0	0

## 2007 - 2011 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation 2005 <sup>1</sup>	2006 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2007 - 2011
			2007 Adopted	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b><u>Capital Projects Fund</u></b>								
<i>Development Services</i>								
<b>Total Development Services</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$32,580</b>	<b>\$32,580</b>	<b>\$32,580</b>	<b>\$32,580</b>	<b>\$32,580</b>	<b>\$162,900</b>
<i>Finance</i>								
34017 Direct Costs Financial Services	0	89,371	102,799	106,397	109,589	112,877	117,392	549,054
34702 Financial Systems (Accounting, T&L, and Budget)	271,997	25,000	25,000	25,000	25,000	25,000	25,000	125,000
34703 Impact Fees Study	0	218,215	0	0	0	0	0	0
<b>Total Finance</b>	<b>\$271,997</b>	<b>\$332,586</b>	<b>\$127,799</b>	<b>\$131,397</b>	<b>\$134,589</b>	<b>\$137,877</b>	<b>\$142,392</b>	<b>\$674,054</b>
<i>Fire</i>								
(New) New Permanent Fire Station - Murphy Creek	0	0	0	0	0	0	2,900,000	2,900,000
(New) New Permanent Fire Station - Northeast Area	0	0	0	2,900,000	0	0	0	2,900,000
58707 Whelen Warning System	92,960	30,000	50,000	50,000	50,000	50,000	50,000	250,000
58729 Fire Station No. 1 Reconstruction	2,088,960	400,000	0	0	0	0	0	0
58732 Fire Station Remodels	0	0	500,000	500,000	500,000	0	0	1,500,000
58733 Quartermaster Supply	0	650,000	0	0	0	0	0	0
58734 Fifth Aerial Truck	0	0	843,000	0	0	0	0	843,000
<b>Total Fire</b>	<b>\$2,181,920</b>	<b>\$1,080,000</b>	<b>\$1,393,000</b>	<b>\$3,450,000</b>	<b>\$550,000</b>	<b>\$50,000</b>	<b>\$2,950,000</b>	<b>\$8,393,000</b>
<i>General Management</i>								
(New) Records Management System	0	0	0	100,000	0	0	0	100,000
40032 Direct Costs Purchasing Services	0	383,547	393,817	407,601	419,829	432,423	449,720	2,103,390
40723 Detention Center Security System Replacement	15,284	0	0	0	0	0	0	0

## 2007 - 2011 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation 2005 <sup>1</sup>	2006 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2007 - 2011
			2007 Adopted	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b><u>Capital Projects Fund</u></b>								
<i>General Management</i>								
40732 Acoustical Tiles - Central Maintenance Facility	0	50,000	0	0	0	0	0	0
46701 Grade and Relocate Tree Farm - FMP	23,078	-12,000	0	0	0	0	0	0
46702 Fire Department Annex/EMS Facility - FMP	185,560	-185,560	0	0	0	0	0	0
46705 South Maintenance Facility - FMP	0	0	0	540,000	2,060,000	2,644,000	0	5,244,000
46712 Facilities/Space Study	101,715	-101,715	0	0	0	0	0	0
46714 Facilities Master Plan, Phase I Op & Maintenance	62,663	0	0	0	0	0	0	0
46715 Central Maintenance Facility - Phase II	42,091	-30,000	0	0	0	0	0	0
46723 Facilities Master Plan (FMP) II Study	250,000	-116,500	0	0	0	0	0	0
46724 Council Meeting System	0	0	100,000	0	0	0	0	100,000
46725 Digital Offset High Volume Direct Press	0	0	67,000	0	0	0	0	67,000
46726 Digital Postage Meter Machine	0	0	27,000	0	0	0	0	27,000
<b>Total General Management</b>	<b>\$680,391</b>	<b>(\$12,228)</b>	<b>\$587,817</b>	<b>\$1,047,601</b>	<b>\$2,479,829</b>	<b>\$3,076,423</b>	<b>\$449,720</b>	<b>\$7,641,390</b>
<i>Information Technology</i>								
37705 Financial Systems	135,529	0	0	0	0	0	0	0
37707 Strategic Information Systems	62,130	0	0	0	0	0	0	0
37714 Systems and Network Replacement	82,564	320,000	320,000	320,000	350,000	350,000	350,000	1,690,000
37716 Fire Records Management System	33,764	0	0	0	0	0	0	0
37718 Document Imaging	42,858	0	0	0	0	0	0	0
37720 Geographic Information Systems (GIS)	85,402	0	0	0	0	0	0	0
37721 Telephone Infrastructure Expansion	88,039	100,000	100,000	100,000	100,000	100,000	100,000	500,000

## 2007 - 2011 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation 2005 <sup>1</sup>	2006 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2007 - 2011
			2007 Adopted	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b><u>Capital Projects Fund</u></b>								
<i>Information Technology</i>								
37724 800 MHz Radio (Transfer to E-911 Fund)	0	1,046,140	1,710,000	1,710,000	1,710,000	1,710,000	1,710,000	8,550,000
37725 Enterprise Security	191,117	0	0	0	0	0	0	0
37727 E-Government	191,667	0	0	0	0	0	0	0
37735 Collection of the Urban Service Extension Fee	0	0	200,000	0	0	0	0	200,000
<b>Total Information Technology</b>	<b>\$913,070</b>	<b>\$1,466,140</b>	<b>\$2,330,000</b>	<b>\$2,130,000</b>	<b>\$2,160,000</b>	<b>\$2,160,000</b>	<b>\$2,160,000</b>	<b>\$10,940,000</b>
<i>Library, Rec &amp; Cultural Svcs</i>								
43706 South Branch Library (Bond)	9,113	0	0	0	0	0	0	0
43708 North Branch Library (Bond)	4,600	0	0	0	0	0	0	0
43713 MLK North Aurora Redevelopment	23,925	0	0	0	0	0	0	0
43717 Tallyn's Reach Library (Bond Interest)	2,863	0	0	0	0	0	0	0
43718 North & South Branch Library (Bond Interest)	10,333	0	0	0	0	0	0	0
43725 MLK Jr. Library (Bond Interest)	4,314	0	0	0	0	0	0	0
43735 Tallyn's Reach Audio Visual Equipment	8,365	0	0	0	0	0	0	0
43737 Meadow Hills Pool Repair	0	0	850,000	0	0	0	0	850,000
<b>Total Library, Rec &amp; Cultural Svcs</b>	<b>\$63,513</b>	<b>\$0</b>	<b>\$850,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$850,000</b>
<i>Non-Departmental</i>								
25078 Light Rail - T-Rex (RTD)	0	200,000	0	0	0	0	0	0
25082 Art in Public Places (Transfer to Cultural Fund )	0	0	200,000	200,000	200,000	200,000	200,000	1,000,000
25082 Transfer to Building Repair Fund	0	2,358,800	2,133,800	1,858,800	1,858,800	1,858,800	1,858,800	9,569,000
25082 Transfer to DesRF - Aurora Town Center	0	225,000	0	0	0	0	0	0

## 2007 - 2011 Capital Improvement Program

### Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation 2005 <sup>1</sup>	2006 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2007 - 2011
			2007 Adopted	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<u>Capital Projects Fund</u>								
<i>Non-Departmental</i>								
25747 Public Safety Facilities Studies	0	185,560	0	0	0	0	0	0
<b>Total Non-Departmental</b>	<b>\$0</b>	<b>\$2,969,360</b>	<b>\$2,333,800</b>	<b>\$2,058,800</b>	<b>\$2,058,800</b>	<b>\$2,058,800</b>	<b>\$2,058,800</b>	<b>\$10,569,000</b>
<i>Parks &amp; Open Space</i>								
61701 Median/Streetscapes Development	1,341,392	1,866	0	0	367,512	0	0	367,512
61770 Sand Creek Greenway - CPF	6,739	0	0	0	0	0	0	0
61772 Acquisitions-CPF	69	0	0	0	0	0	0	0
61825 Sports Park Construction (Bond)	146,061	0	0	0	0	0	0	0
61826 Direct Costs - Design, Engineering, etc.	0	0	74,629	77,241	79,558	81,945	85,223	398,596
61827 Lowry Park	15,120	0	0	0	0	0	0	0
61836 Sports Park Construction - (Non-Bond)	188,482	0	0	0	0	0	0	0
61839 Park Enhancements	81,611	0	0	0	0	0	0	0
61842 Infrastructure - Trails	582,269	200,000	200,000	200,000	200,000	200,000	200,000	1,000,000
61870 Fitzsimons Irrigation	48,085	-48,085	0	0	0	0	0	0
61879 Hutchinson - Un-Named Creek - TIP	445,108	0	0	0	0	0	0	0
61881 Great Plains Trail - TIP	500,855	0	0	0	0	0	0	0
61893 Infrastructure - Parks	308,464	100,000	170,000	100,000	100,000	100,000	100,000	570,000
61911 October 2005 Storm Tree Replacement	25,000	0	0	0	0	0	0	0
62703 Great Plains Community Park (Bond)	80,473	0	0	0	0	0	0	0
62704 Greenways/Trails (Bond)	122,609	0	0	0	0	0	0	0
62705 Havana West Neighborhood Park (Bond)	687,554	0	0	0	0	0	0	0
62708 Park Acquisitions (Bond)	65,579	0	0	0	0	0	0	0
<b>Total Parks &amp; Open Space</b>	<b>\$4,645,470</b>	<b>\$253,781</b>	<b>\$444,629</b>	<b>\$377,241</b>	<b>\$747,070</b>	<b>\$381,945</b>	<b>\$385,223</b>	<b>\$2,336,108</b>

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### Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation 2005 <sup>1</sup>	2006 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2007 - 2011
			2007 Adopted	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b><u>Capital Projects Fund</u></b>								
<i>Planning</i>								
67740 Comprehensive Planning Studies	0	0	150,000	0	0	0	0	150,000
<b>Total Planning</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,000</b>
<i>Police</i>								
55707 District 3 Substation Construction (Bond)	2,431	0	0	0	0	0	0	0
55708 Scheduling and Attendance Software	34,000	0	0	0	0	0	0	0
55709 District 2 Remodel Headquarters Building	4,629	0	0	0	0	0	0	0
55713 District I Parking Lot	319,315	0	0	0	0	0	0	0
55715 Noritsu Mini Lab - Computer Replacement	0	0	113,000	0	0	0	0	113,000
<b>Total Police</b>	<b>\$360,375</b>	<b>\$0</b>	<b>\$113,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$113,000</b>
<i>Public Works</i>								
49702 Miscellaneous Street Improvements	213,324	395,906	300,000	300,000	300,000	300,000	300,000	1,500,000
49705 Sidewalk/ADA Improvements	11,280	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000
49710 Traffic Signals - New	1,170,424	1,245,000	1,315,000	1,387,000	1,457,000	1,537,000	1,614,000	7,310,000
49712 Street Asphalt Overlay Program	797,529	5,734,490	6,881,388	7,087,830	7,300,465	7,519,479	7,745,063	36,534,225
49713 Concrete Repair Program	551,764	1,940,200	2,076,014	2,138,294	2,202,443	2,268,516	2,336,571	11,021,838
49721 Street Reconstruction	140,253	1,623,010	1,671,700	1,721,851	1,773,507	1,826,712	1,881,513	8,875,283
49724 Surveying, Testing, & Traffic Operations Equipment	0	0	128,219	0	0	0	0	128,219
49743 Transportation Improvement Program	1,362,322	1,170,490	1,694,000	6,755,000	500,000	500,000	525,000	9,974,000
49752 Major Intersection Traffic Improvements	194,180	300,000	300,000	300,000	300,000	300,000	315,000	1,515,000
49753 Alley Construction, NW Aurora	222,766	280,000	294,000	308,000	324,000	342,000	360,000	1,628,000

## 2007 - 2011 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

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<b><u>Capital Projects Fund</u></b>								
<i>Public Works</i>								
49772 Sand Creek Parkway	1,901,693	0	0	0	0	0	0	0
49779 Direct Costs - Design, Engineering, etc.	0	905,346	962,805	996,503	1,026,398	1,057,190	1,099,478	5,142,374
49781 38th Avenue: Tower to Himalaya	2,599,305	0	0	0	0	0	0	0
49782 Hampden Avenue: Himalaya to Gun Club	33,855	-33,856	0	0	0	0	0	0
49785 Tower Road: I-70 to 38th Ave	625,704	0	0	0	0	0	0	0
49786 Traffic Signal Replacement Program	252,137	400,000	410,000	420,000	430,000	440,000	450,000	2,150,000
49791 6th Ave Widening: Airport Blvd to Tower Rd	425,975	-300,000	0	0	0	0	0	0
49792 Jewell Wetlands Street Improvement	63,390	-63,390	0	0	0	0	0	0
49793 Street Maintenance - Asphalt Overlay In House	162,741	463,250	555,900	572,577	589,754	607,447	625,670	2,951,348
49794 Street Maintenance - Chip Seal/Crack Seal	6,165	694,330	998,480	1,028,434	1,059,287	1,091,066	1,123,798	5,301,065
49799 Service Line Undergrounding	139,034	250,000	250,000	250,000	250,000	250,000	250,000	1,250,000
49803 Smoky Hill Bridge - City Share	0	82,602	0	0	0	0	0	0
49804 Genoa Street at Great Plains Park	173,811	-172,176	0	0	0	0	0	0
49810 Direct Costs - Capital Projects Coordinator	0	101,906	105,473	109,165	112,439	115,813	120,445	563,335
49819 School Traffic Control Devices Study	0	0	250,000	0	0	0	0	250,000
49820 Traffic Signal Timing Study	0	0	240,000	250,000	0	0	250,000	740,000
49821 Bridge Maintenance	0	0	50,000	50,000	50,000	50,000	50,000	250,000
49822 Street Sweeping Heavy Equipment	0	0	678,000	0	0	0	0	678,000
49823 Mid-Block Lighting	0	0	50,000	50,000	50,000	50,000	50,000	250,000

## 2007 - 2011 Capital Improvement Program

### Projects as Adopted by City Council without Aurora Water

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<b><u>Capital Projects Fund</u></b>								
<i>Public Works</i>								
49825 Stapleton Road Connections	0	0	400,000	0	400,000	0	0	800,000
49902 Ptarmigan Park Fence Construction	1,206,864	0	0	0	0	0	0	0
49904 Dam West Fence Construction	615,918	-615,918	0	0	0	0	0	0
49910 Neighborhood Fence Design	385,729	50,000	50,000	50,000	50,000	50,000	50,000	250,000
<b>Total Public Works</b>	<b>\$13,256,163</b>	<b>\$14,701,190</b>	<b>\$19,910,979</b>	<b>\$24,024,654</b>	<b>\$18,425,293</b>	<b>\$18,555,223</b>	<b>\$19,396,538</b>	<b>\$100,312,687</b>
<b>Total Capital Projects Fund</b>	<b>\$22,622,899</b>	<b>\$21,040,829</b>	<b>\$28,273,604</b>	<b>\$33,252,273</b>	<b>\$26,588,161</b>	<b>\$26,452,848</b>	<b>\$27,575,253</b>	<b>\$142,142,139</b>
<b><u>Community Maintenance Fund</u></b>								
<i>Public Works</i>								
49802 E-470 / I-70 Study	347,848	0	0	0	0	0	0	0
<b>Total Public Works</b>	<b>\$347,848</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Community Maintenance Fund</b>	<b>\$347,848</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b><u>Conservation Trust Fund</u></b>								
<i>Library, Rec &amp; Cultural Svcs</i>								
(New) Del Mar Pool Bathhouse & Family Aquatics Center	0	0	0	0	0	200,000	930,871	1,130,871
(New) Meadowood Neighborhood Center Addition	0	0	0	0	0	45,000	450,000	495,000
43726 Swimming Pool Infrastructure	18,826	0	0	75,000	75,000	0	0	150,000
43727 Beck Recreation Center Remodel	162,850	777,194	0	2,556,740	650,000	0	0	3,206,740
43730 Historic Sites Infrastructure	2,952	0	0	0	0	0	0	0
43732 Recreation Infrastructure/Signage/Equipment	5,558	100,000	105,000	100,000	100,000	54,700	0	359,700

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<u>Conservation Trust Fund</u>								
<i>Library, Rec &amp; Cultural Svcs</i>								
43733 Senior Center Addition	450,000	450,000	75,000	0	0	0	0	75,000
43734 Sports Complexes Infrastructure	494	0	0	0	25,000	0	0	25,000
<b>Total Library, Rec &amp; Cultural Svcs</b>	<b>\$640,680</b>	<b>\$1,327,194</b>	<b>\$180,000</b>	<b>\$2,731,740</b>	<b>\$850,000</b>	<b>\$299,700</b>	<b>\$1,380,871</b>	<b>\$5,442,311</b>
<i>Parks &amp; Open Space</i>								
61703 Infrastructure - Parks	1,057,077	193,000	473,000	815,000	325,000	100,000	25,000	1,738,000
61726 Acquisitions	92,299	150,000	150,000	150,000	0	0	0	300,000
61794 Infrastructure - Trails	2,055,506	0	0	0	0	0	0	0
61847 Infrastructure - Open Space	113,697	80,000	120,000	75,000	25,000	40,000	0	260,000
61848 New Park Development - Regional and Special Use	588,548	0	0	0	0	0	0	0
61849 New Park Development - Neighborhood Parks	53,745	0	0	0	0	0	0	0
61852 Utah Park Tennis Center	15,525	0	0	0	0	0	0	0
61886 Construction - Open Space	200,000	130,000	530,000	180,000	180,000	180,000	30,000	1,100,000
61887 Construction - Parks	743,483	560,000	0	200,000	825,000	850,000	1,150,000	3,025,000
<b>Total Parks &amp; Open Space</b>	<b>\$4,919,880</b>	<b>\$1,113,000</b>	<b>\$1,273,000</b>	<b>\$1,420,000</b>	<b>\$1,355,000</b>	<b>\$1,170,000</b>	<b>\$1,205,000</b>	<b>\$6,423,000</b>
<b>Total Conservation Trust Fund</b>	<b>\$5,560,560</b>	<b>\$2,440,194</b>	<b>\$1,453,000</b>	<b>\$4,151,740</b>	<b>\$2,205,000</b>	<b>\$1,469,700</b>	<b>\$2,585,871</b>	<b>\$11,865,311</b>
<u>Designated Revenues Fund</u>								
<i>Development Services</i>								
(New) Fitzsimon's Private Redevelopment	0	0	2,310,461	0	0	0	0	2,310,461
<b>Total Development Services</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,310,461</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,310,461</b>

## 2007 - 2011 Capital Improvement Program Projects as Adopted by City Council without Aurora Water

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<u>Designated Revenues Fund</u>								
<i>Non-Departmental</i>								
25719 DIA Noise Mitigation	2,660,987	0	0	0	0	0	0	0
25739 DIA Court Approved Noise Plan	8,658,333	0	0	0	0	0	0	0
25746 AMC Building Completion	196,564	0	0	0	0	0	0	0
<b>Total Non-Departmental</b>	<b>\$11,515,884</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>Parks &amp; Open Space</i>								
(New) Infrastructure - Parks	0	0	0	180,000	0	200,000	15,000	395,000
61899 Morrison Center	132,450	0	0	0	0	0	0	0
61900 Construction - Parks	0	485,000	100,000	0	350,000	0	440,000	890,000
61913 Construction - Open Space	0	233,000	0	600,000	0	0	0	600,000
61915 Infrastructure - Open Space	0	110,000	0	0	50,000	50,000	35,000	135,000
<b>Total Parks &amp; Open Space</b>	<b>\$132,450</b>	<b>\$828,000</b>	<b>\$100,000</b>	<b>\$780,000</b>	<b>\$400,000</b>	<b>\$250,000</b>	<b>\$490,000</b>	<b>\$2,020,000</b>
<b>Total Designated Revenues Fund</b>	<b>\$11,648,334</b>	<b>\$828,000</b>	<b>\$2,410,461</b>	<b>\$780,000</b>	<b>\$400,000</b>	<b>\$250,000</b>	<b>\$490,000</b>	<b>\$4,330,461</b>
<u>Enhanced E-911 Fund</u>								
<i>Information Technology</i>								
(New) 800 MHz Portable and Mobile Replacement	0	0	0	0	902,000	929,060	956,931	2,787,991
(New) E-911 Recorder	0	0	0	0	200,000	0	0	200,000
37729 800 MHz Radio Expansion	779,971	1,708,632	1,705,482	1,707,182	1,706,682	1,708,882	1,710,000	8,538,228
37732 Tallyn's Reach Emergency Dispatch Center	1,812	0	0	0	0	0	0	0
37733 MDC Infrastructure Replacement	243,162	434,473	447,507	524,310	605,319	690,717	780,963	3,048,816
37734 Computer Aided Dispatch System Replacement	0	0	0	0	0	0	0	0

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<b><u>Enhanced E-911 Fund</u></b>								
<i>Information Technology</i>								
<b>Total Information Technology</b>	<b>\$1,024,945</b>	<b>\$2,143,105</b>	<b>\$2,152,989</b>	<b>\$2,231,492</b>	<b>\$3,414,001</b>	<b>\$3,328,659</b>	<b>\$3,447,894</b>	<b>\$14,575,035</b>
<b>Total Enhanced E-911 Fund</b>	<b>\$1,024,945</b>	<b>\$2,143,105</b>	<b>\$2,152,989</b>	<b>\$2,231,492</b>	<b>\$3,414,001</b>	<b>\$3,328,659</b>	<b>\$3,447,894</b>	<b>\$14,575,035</b>
<b><u>Gifts &amp; Grants Fund</u></b>								
<i>Parks &amp; Open Space</i>								
61710 Cherry Creek Bike Path	125,000	0	0	0	0	0	0	0
61791 Great Outdoors Colorado - Jewell Wetland Grant	5,038	0	0	0	0	0	0	0
61820 Sand Creek Corridor - Private	125,000	0	0	0	0	0	0	0
61834 Sports Park Construction - Great Outdoors Colorado	173,850	0	0	0	0	0	0	0
61854 Fitzsimons Pond/ Guard House	63	0	0	0	0	0	0	0
61869 Adams County OS Grant	11,521	0	0	0	0	0	0	0
61885 Generals Park	500,000	0	0	0	0	0	0	0
61907 Black Forest Acquisition ArCo Grant	250,000	0	0	0	0	0	0	0
61908 Senac Creek Acquisition ArCo Grant	240,000	0	0	0	0	0	0	0
61916 AWQUA Exhibits	0	23,500	0	0	0	0	0	0
61917 Coal Creek Adventure Park	0	250,000	0	0	0	0	0	0
<b>Total Parks &amp; Open Space</b>	<b>\$1,430,472</b>	<b>\$273,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>Public Works</i>								
49763 Fitzsimons Landfill Remediation Grant	2,342,575	8,509,830	0	0	0	0	0	0
49808 Intelligent Transport System	0	157,024	0	0	0	0	0	0
<b>Total Public Works</b>	<b>\$2,342,575</b>	<b>\$8,666,854</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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<u>Gifts &amp; Grants Fund</u>								
Total Gifts & Grants Fund	\$3,773,047	\$8,940,354	\$0	\$0	\$0	\$0	\$0	\$0
<u>Golf Courses Fund</u>								
<i>Parks &amp; Open Space</i>								
(New) Golf - Centre Hills Driving Range	0	0	0	0	0	0	50,000	50,000
(New) Golf - Equipment Storage Building	0	0	0	80,000	0	0	0	80,000
61560 Golf - Pump Station/Irrigation Control Enhancements	0	0	50,000	50,000	50,000	50,000	50,000	250,000
61561 Golf - Restroom Replacements and Upgrades	0	0	50,000	0	70,000	265,000	0	385,000
61562 Golf - Murphy Creek Landscaping	40,387	0	0	0	0	0	0	0
61563 Golf - Tee Time System	7,460	0	0	0	0	0	0	0
61566 Golf - Centre Hills Pond Dredging	47,639	40,000	0	0	0	0	0	0
61575 Golf - Springhill Green Construction	0	0	0	0	45,000	45,000	0	90,000
61585 Golf - Hardscape Improvements	17,692	80,000	0	30,000	30,000	30,000	0	90,000
61586 Golf - Facility Enhancement	4,040	75,000	80,000	80,000	80,000	80,000	80,000	400,000
61597 Golf - Springhill Irrigation System Upgrade	35,000	150,000	200,000	0	0	0	0	200,000
61605 Art in Public Places-Golf (Transfer to Cultural)	0	0	2,500	0	0	0	0	2,500
Total Parks & Open Space	\$152,218	\$345,000	\$382,500	\$240,000	\$275,000	\$470,000	\$180,000	\$1,547,500
Total Golf Courses Fund	\$152,218	\$345,000	\$382,500	\$240,000	\$275,000	\$470,000	\$180,000	\$1,547,500
<u>Parks Development Fund</u>								
<i>Parks &amp; Open Space</i>								
61760 Cherry Creek Bike Path	61,000	0	0	0	0	0	0	0

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<b><u>Parks Development Fund</u></b>								
<i>Parks &amp; Open Space</i>								
61838 Natural Open Space Acquisitions	25,000	-25,000	0	0	0	0	0	0
61868 Signature Park-Move to Designated Revenue Fund	0	82,000	0	0	0	0	0	0
61884 AdCo Transfer to DRF	0	837,808	0	0	0	0	0	0
61884 Construction - Parks (Lapse)	460,000	-460,000	0	0	0	0	0	0
61891 Infrastructure - Open Space (Lapse)	110,000	-110,000	0	0	0	0	0	0
61894 Construction - Parks, Parks Development Fund	641,151	363,026	547,934	415,810	0	0	130,662	1,094,406
61898 Havana West Construction - PDF	123,224	0	0	0	0	0	0	0
<b>Total Parks &amp; Open Space</b>	<b>\$1,420,375</b>	<b>\$687,834</b>	<b>\$547,934</b>	<b>\$415,810</b>	<b>\$0</b>	<b>\$0</b>	<b>\$130,662</b>	<b>\$1,094,406</b>
<b>Total Parks Development Fund</b>	<b>\$1,420,375</b>	<b>\$687,834</b>	<b>\$547,934</b>	<b>\$415,810</b>	<b>\$0</b>	<b>\$0</b>	<b>\$130,662</b>	<b>\$1,094,406</b>
<b>Total Capital Improvement Program (Excluding Aurora Water)</b>	<b>\$49,672,765</b>	<b>\$42,867,534</b>	<b>\$41,759,382</b>	<b>\$45,130,129</b>	<b>\$38,583,659</b>	<b>\$36,581,069</b>	<b>\$40,388,077</b>	<b>\$202,442,316</b>

1 Figures represent previous years unspent appropriation as of December 31, 2005, as reported in the 2005 Comprehensive Annual Financial Report.

2 Figures represent an estimate of how the 2006 adopted budget will be amended by year-end 2006. This column includes the 2006 adopted budget plus budget transfers, Spring 2006 budget amendments, and contemplated amendments, transfers and lapses for the remainder of 2006. A negative figure is generally the result of the application of a budget reduction to a project with unspent prior year appropriation.



## 2007 - 2011 Capital Improvement Program Projects as Adopted by City Council

Fund \ Project Category	Carryforward Appropriation 2005	2006 Projected Budget	Five - Year Plan					Total 2007 - 2011
			2007 Adopted	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b>Wastewater Fund</b>								
<b><u>Sewer Development</u></b>								
Collection	2,055,177	6,647,831	533,850	3,903,550	3,477,300	0	1,855,050	9,769,750
Developer Related Project	1,669,807	2,084,831	4,024,161	4,907,320	6,125,844	4,675,320	1,236,700	20,969,345
Facilities	7,624,452	1,455,522	2,402,325	13,698,648	12,981,920	6,353,640	7,914,880	43,351,413
Planning & Management	0	100,000	561,766	719,631	845,454	896,752	1,033,773	4,057,376
<b>Total Sewer Development</b>	<b>11,349,436</b>	<b>10,288,184</b>	<b>7,522,102</b>	<b>23,229,148</b>	<b>23,430,518</b>	<b>11,925,712</b>	<b>12,040,403</b>	<b>78,147,883</b>
<b><u>Sewer System Improvement</u></b>								
Collection	341,072	416,099	1,681,628	3,606,657	5,215,950	7,192,800	618,350	18,315,385
Facilities	6,286,905	-2,914,234	2,156,754	5,877,631	5,644,817	1,222,776	333,909	15,235,887
Operations Project	525,835	524,933	2,028,630	4,907,320	3,940,940	6,593,400	6,801,850	24,272,140
Planning & Management	0	600,000	224,294	310,515	504,467	871,010	1,472,605	3,382,891
<b>Total Sewer System Improvement</b>	<b>7,153,812</b>	<b>-1,373,202</b>	<b>6,091,305</b>	<b>14,702,123</b>	<b>15,306,174</b>	<b>15,879,986</b>	<b>9,226,714</b>	<b>61,206,302</b>
<b><u>Storm Drain Development</u></b>								
Facilities	0	0	0	0	0	972,227	0	972,227
Planning & Management	0	327,500	177,544	138,482	400,416	302,147	184,500	1,203,088
Storm Water	4,717,203	3,253,028	3,897,105	2,286,365	4,658,133	4,885,110	1,607,710	17,334,423
<b>Total Storm Drain Development</b>	<b>4,717,203</b>	<b>3,580,528</b>	<b>4,074,649</b>	<b>2,424,847</b>	<b>5,058,549</b>	<b>6,159,484</b>	<b>1,792,210</b>	<b>19,509,738</b>



## 2007 - 2011 Capital Improvement Program Projects as Adopted by City Council

Fund \ Project Category	Carryforward Appropriation 2005	2006 Projected Budget	Five - Year Plan					Total 2007 - 2011
			2007 Adopted	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b>Wastewater Fund</b>								
<b>Storm Drain System Improvement</b>								
Facilities	230,418	4,811	0	0	0	0	309,175	309,175
Operations Project	0	0	2,135,400	2,230,600	2,318,200	2,397,600	2,473,400	11,555,200
Planning & Management	0	347,500	458,584	690,083	679,855	1,106,636	1,319,884	4,255,042
Storm Water	1,839,534	4,759,913	8,808,525	11,130,694	7,170,482	13,036,950	7,791,210	47,937,861
<b>Total Storm Drain System Improvement</b>	<b>2,069,952</b>	<b>5,112,224</b>	<b>11,402,509</b>	<b>14,051,377</b>	<b>10,168,537</b>	<b>16,541,186</b>	<b>11,893,669</b>	<b>64,057,278</b>
<b>Total Wastewater Fund</b>	<b>25,290,403</b>	<b>17,607,734</b>	<b>29,090,565</b>	<b>54,407,496</b>	<b>53,963,778</b>	<b>50,506,367</b>	<b>34,952,996</b>	<b>222,921,202</b>

## **Water Fund**

### **Water Development**

Developer Related Project	6,502,403	-3,009,486	932,326	702,639	4,147,517	3,682,714	6,160,003	15,625,199
Facilities	2,941,619	-1,390,860	1,067,700	1,115,300	5,215,950	2,697,300	2,844,299	12,940,549
Land & Water Acquisition	7,575,426	-2,058,212	21,150,558	8,459,158	9,417,276	2,109,518	20,811,126	61,947,636
Operations Project	0	275,000	266,925	278,825	289,775	299,700	154,588	1,289,813
Other Water Resources	2,790,796	-1,282,219	427,080	446,120	1,000,000	1,000,001	1,000,001	3,873,201
Planning & Management	49,815	720,000	1,279,266	1,771,663	1,740,454	1,623,699	2,139,407	8,554,488
Prairie Waters Project	6,480,003	51,363,222	19,703,060	112,843,588	141,266,590	34,148,601	0	307,961,839



## 2007 - 2011 Capital Improvement Program Projects as Adopted by City Council

Fund \ Project Category	Carryforward Appropriation 2005	2006 Projected Budget	Five - Year Plan					Total 2007 - 2011
			2007 Adopted	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b>Water Fund</b>								
<b>Water Development</b>								
Raw Water Operations	4,902,587	-2,402,587	2,466,387	5,938,973	0	0	0	8,405,360
Storage	10,477,032	-3,524,419	8,540,025	1,021,195	1,922,783	6,380,243	67,704,806	85,569,053
Transmission & Distribution	9,480,272	-2,219,356	3,736,950	2,788,250	486,822	1,702,296	5,565,150	14,279,468
<b>Total Water Development</b>	<b>51,199,953</b>	<b>36,471,083</b>	<b>59,570,278</b>	<b>135,365,711</b>	<b>165,487,167</b>	<b>53,644,070</b>	<b>106,379,380</b>	<b>520,446,605</b>
<b>Water System Improvement</b>								
Facilities	3,257,549	-2,710,754	3,790,335	5,855,325	5,215,950	3,896,100	9,730,698	28,488,408
Land & Water Acquisition	5,681,348	-3,369,325	14,894,028	2,767,672	3,278,184	763,113	6,998,876	28,701,873
Operations Project	764,901	1,928,000	2,887,184	2,189,998	2,876,798	299,700	154,588	8,408,267
Other Water Resources	3,515,746	-2,228,835	0	2,230,600	2,434,110	2,517,480	3,215,420	10,397,610
Planning & Management	44,198	2,903,900	1,690,479	2,490,619	2,279,626	3,189,832	3,559,155	13,209,711
Prairie Waters Project	8,696,395	88,014,487	28,309,898	169,265,382	211,899,884	51,222,899	0	460,698,062
Raw Water Operations	4,624,162	-1,284,341	7,438,758	13,355,718	1,738,650	1,498,500	1,545,875	25,577,500
Storage	18,077,500	-4,523,465	4,047,709	1,589,031	3,277,880	9,589,278	29,854,492	48,358,391



## 2007 - 2011 Capital Improvement Program Projects as Adopted by City Council

Fund \ Project Category	Carryforward Appropriation 2005	2006 Projected Budget	Five - Year Plan					Total 2007 - 2011
			2007 Adopted	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b><u>Water Fund</u></b>								
<b><u>Water System Improvement</u></b>								
Transmission & Distribution	17,754,190	-7,162,486	14,782,307	8,364,750	7,708,015	7,972,020	11,910,162	50,737,254
<b>Total Water System Improvement</b>	<b>62,415,989</b>	<b>71,567,181</b>	<b>77,840,697</b>	<b>208,109,093</b>	<b>240,709,097</b>	<b>80,948,922</b>	<b>66,969,266</b>	<b>674,577,076</b>
<b>Total Water Fund</b>	<b>113,615,942</b>	<b>108,038,264</b>	<b>137,410,975</b>	<b>343,474,804</b>	<b>406,196,264</b>	<b>134,592,992</b>	<b>173,348,646</b>	<b>1,195,023,681</b>
<b>TOTAL AURORA WATER</b>	<b>138,906,345</b>	<b>125,645,998</b>	<b>166,501,540</b>	<b>397,882,300</b>	<b>460,160,042</b>	<b>185,099,359</b>	<b>208,301,642</b>	<b>1,417,944,883</b>

## 2007 - 2011 Capital Improvement Program Projects as Adopted by City Council

	Carryforward Appropriation 2005 <sup>1</sup>	2006 Projected Budget <sup>2</sup>	Five-Year Plan					Total Cost 2007 - 2011
			2007 Adopted	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b>Total Capital Improvement Program</b>	<b>\$188,579,110</b>	<b>\$168,513,532</b>	<b>\$208,260,923</b>	<b>\$443,012,429</b>	<b>\$498,743,701</b>	<b>\$221,680,428</b>	<b>\$248,689,719</b>	<b>\$1,620,387,200</b>

1 Figures represent previous years unspent appropriation as of December 31, 2005, as reported in the 2005 Comprehensive Annual Financial Report.

2 Figures represent an estimate of how the 2006 adopted budget will be amended by year-end 2006. This column includes the 2006 adopted budget plus budget transfers, Spring 2006 budget amendments, and contemplated amendments, transfers and lapses for the remainder of 2006. A negative figure is generally the result of the application of a budget reduction to a project with unspent prior year appropriation.

Transportation Improvement Program Detail								
Project/Title	2006 Projection	Five-Year Plan					Five-Year Cost	
		2007 Adopted	2008 Planned	2009 Planned	2010 Planned	2011 Planned		
Planned Appropriation								
Transportation Improvement Program (TIP)								
Intersection Improvements	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ 525,000	\$ 1,525,000	
Havana Parker (Right Turn Lane)	-	145,000	-	-	-	-	145,000	
Nine-Mile Bike/Pedestrian Bridge	60,000	1,133,000	-	-	-	-	1,133,000	
Nine-Mile LRT Station Area Study	-	80,000	-	-	-	-	80,000	
Peoria/Smith LRT Station Area Study	-	80,000	-	-	-	-	80,000	
Iliff LRT Station Area Study	-	-	80,000	-	-	-	80,000	
Fourth Avenue/Abilene LRT Station Area Study	-	-	80,000	-	-	-	80,000	
Parker / Quincy Intersection	250,000	-	-	-	-	-	-	
Mississippi - Havana	60,000	-	-	-	-	-	-	
Parker / Dartmouth	660,490	-	-	-	-	-	-	
Alameda / Sable Blvd	-	180,000	795,000	-	-	-	975,000	
Colfax/I-225 Match	140,000	76,000	5,800,000	-	-	-	5,876,000	
Total TIP - Public Works Budget	\$ 1,170,490	\$ 1,694,000	\$ 6,755,000	\$ 500,000	\$ 500,000	\$ 525,000	\$ 9,974,000	
Planned Federal/Stakeholder Revenue Reimbursements								
Transportation Improvement Program (TIP)								
Intersection Improvements (Federal)	\$ -	\$ -	\$ -	\$ 400,000	\$ 400,000	\$ 400,000	\$ 1,200,000	
Havana Parker (Right Turn Lane)	-	135,000	-	-	-	-	135,000	
Nine-Mile Bike/Pedestrian Bridge	-	849,000	-	-	-	-	849,000	
Nine-Mile LRT Station Area Study	-	60,000	-	-	-	-	60,000	
Peoria/Smith LRT Station Area Study	-	60,000	-	-	-	-	60,000	
Iliff LRT Station Area Study	-	-	60,000	-	-	-	60,000	
Fourth Avenue/Abilene LRT Station Area Study	-	-	60,000	-	-	-	60,000	
Parker / Quincy Intersection	-	-	-	-	-	-	-	
Mississippi - Havana	-	-	-	-	-	-	-	
Parker / Dartmouth	-	-	-	-	-	-	-	
Alameda / Sable Blvd	-	-	676,000	-	-	-	676,000	
Colfax / I-225 Match (Stakeholder, no Federal share yet)	-	-	3,000,000	-	-	-	3,000,000	
Total TIP Federal Revenue	\$ -	\$ 1,104,000	\$ 3,796,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 6,100,000	
Total Net City Share	\$ 1,170,490	\$ 590,000	\$ 2,959,000	\$ 100,000	\$ 100,000	\$ 125,000	\$ 3,874,000	

## Building Repair Fund Program Detail

Project/Title	2006 Projection	Five-Year Plan				
		2007 Adopted	2008 Planned	2009 Planned	2010 Planned	2011 Planned
<b>Beginning Funds Available</b>	\$ 481,447	82,674	\$ 123,723	\$ 57,622	\$ 51,295	\$ 59,135
<b>SOURCES</b>						
Transfer from CPF	\$ 2,358,800	\$ 2,133,800	\$ 1,858,800	\$ 1,858,800	\$ 1,858,800	\$ 1,858,800
Charges for Services	37,000	45,000	45,000	45,000	45,000	45,000
Interest	22,000	22,000	22,000	22,000	22,000	22,000
<b>TOTAL SOURCES</b>	\$ 2,417,800	\$ 2,200,800	\$ 1,925,800	\$ 1,925,800	\$ 1,925,800	\$ 1,925,800
<b>USES</b>						
<b>Direct Cost Facilities Management Services</b>	\$ 110,139	\$ 115,170	\$ 119,201	\$ 122,777	\$ 126,460	\$ 131,519
<b>Major Building Repair</b>						
<b>Major Building Repair Projects</b>						
<b>AMC Campus Mech/Elec Systems Repair/Upgrade</b>						
Phase 2	\$ 634,215	\$ -	\$ -	\$ -	\$ -	\$ -
Phase 3	-	550,000	-	-	-	-
Phase 4	-	-	450,000	-	-	-
Phase 5	-	-	-	500,000	-	-
Phase 6	-	-	-	-	500,000	-
Purchase Replacement Boilers (MJC & Hist Bldg)	190,785	-	-	-	-	-
Install New Chiller at MJC (Courts Bldg)	500,000	-	-	-	-	-
<b>Sub-Total AMC Campus</b>	\$ 1,325,000	\$ 550,000	\$ 450,000	\$ 500,000	\$ 500,000	\$ -
<b>Lighting Retrofits</b>						
Phase 3 (11 Buildings)	\$ 156,123	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Sub-Total Lighting Retrofits</b>	\$ 156,123	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Beck Recreation Center</b>						
Repair Main Level Floor (VCT)	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -
Replace Windows, Upper Level	-	-	-	100,000	-	-
Renovate Beck Center Infrastructure	-	-	680,000	-	-	-
Renovate Lower Level - Entry & Locker Room	10,000	-	-	-	-	-
<b>Sub-Total Beck Recreation Center</b>	\$ 25,000	\$ -	\$ 680,000	\$ 100,000	\$ -	\$ -
<b>Fire Station Repair/Upgrade</b>						
Fire Station Remodels (10,9,8)	-	198,200	101,200	162,850	-	-
<b>Sub-Total Fire Station Repair/Upgrade</b>	\$ -	\$ 198,200	\$ 101,200	\$ 162,850	\$ -	\$ -
<b>Fitzsimons Campus</b>						
Install Steam Meter	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -
Maintain/Repair Steam Mains	20,000	-	-	30,000	-	-
<b>Sub-Total Fitzsimons Campus</b>	\$ 85,000	\$ -	\$ -	\$ 30,000	\$ -	\$ -

## Building Repair Fund Program Detail

		Five-Year Plan				
Project/Title	2006 Projection	2007 Adopted	2008 Planned	2009 Planned	2010 Planned	2011 Planned
<b>Miscellaneous Projects</b>						
Remediate Asbestos/ Demo HVAC Equip- Meadow Hills	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -
Replace Back-up Generator- Public Works Admin.	35,000	-	-	-	-	-
Repair Pool- Meadow Hills	-	400,000	-	-	-	-
Repair Senior Center (incl. fire sprinkler syst.)	400,000	-	-	-	-	-
Repair Concrete Decks- Pheasant Run and Parklane	-	100,000	-	-	-	-
Repair Ventilation in Wash Bay- Heavy Fleet	10,000	-	-	-	-	-
Inst. Ventilation Syst.- Firing Range & Dist. 1 Police	15,000	-	-	-	-	-
Overhead Garage Door- Detention Center	17,800	-	-	-	-	-
Exterior Signage- Central Facilities	14,800	-	-	-	-	-
Install Freezer- HQ\ Police CSI	13,100	-	-	-	-	-
Repair/ Alter Offices- Light Fleet	70,000	-	-	-	-	-
Repair Personnel Doors- Central A&B	50,000	-	-	-	-	-
<b>Sub-total Miscellaneous Projects</b>	<b>\$ 645,700</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Miscellaneous Projects under \$25,000</b>	<b>\$ 31,311</b>	<b>\$ 169,881</b>	<b>\$ 175,000</b>	<b>\$ 175,000</b>	<b>\$ 175,000</b>	<b>\$ 175,000</b>
<b>HVAC Projects</b>						
Relocate Humidifier- Tallyn's Reach 911 Center	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -
Install HVAC in Dressing Rms. & Offices- Fox Theater	15,000	-	-	-	-	-
Install Cooling Tower Filter (Dolphin)- MJC	23,700	-	-	-	-	-
Replace MJC Flat Plate Heat Exchanger	35,000	-	-	-	-	-
Install HVAC- Tallyn's Reach 911 Center	-	75,000	-	-	-	-
Retrofit HVAC Controls- various buildings	10,000	10,000	40,000	50,000	100,000	100,000
Retrofit HVAC Equipment- various buildings	-	15,000	80,000	120,000	150,000	450,000
<b>Sub-Total HVAC Projects</b>	<b>\$ 143,700</b>	<b>\$ 100,000</b>	<b>\$ 120,000</b>	<b>\$ 170,000</b>	<b>\$ 250,000</b>	<b>\$ 550,000</b>
<b>Historic Site Preservation</b>						
Hornbein Building Roof & Window repairs	\$ -	\$ 95,000	\$ -	\$ -	\$ -	\$ -
Guard Houses- Generals Park	-	80,000	-	-	-	-
<b>Subtotal Historic Site Preservation</b>	<b>\$ -</b>	<b>\$ 175,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Security/Fire Alarm Systems</b>						
Repair Fire Alarm System- MJC	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -
Install Fire Sprinkler Syst- Senior Center	-	-	-	-	-	-
Repair/Replace Fire Alarm Systems- Misc Bldgs	10,000	20,000	20,000	75,000	75,000	75,000
Access Control on Community Rm.- Tallyn's Reach	8,000	-	-	-	-	-
Install Security Access/Camera Systems- various bldgs	-	50,000	50,000	75,000	80,000	80,000
Retrofit to Best Lock System	5,000	20,000	20,000	20,000	50,000	50,000
<b>Sub-Total Security/Fire Alarm Systems</b>	<b>\$ 123,000</b>	<b>\$ 90,000</b>	<b>\$ 90,000</b>	<b>\$ 170,000</b>	<b>\$ 205,000</b>	<b>\$ 205,000</b>

## Building Repair Fund Program Detail

Project/Title	2006 Projection	Five-Year Plan				
		2007 Adopted	2008 Planned	2009 Planned	2010 Planned	2011 Planned
<b>Roof Repair/Concrete Repair/Painting/Carpet/Tile/Structural</b>						
Repair Roof- South Satellite	\$ 76,600	\$ -	\$ -	\$ -	\$ -	\$ -
Repair Roof- Fire Station 6	30,000	-	-	-	-	-
Repair Roofs - Various Buildings	-	75,000	75,000	100,000	125,000	200,000
Concrete Repair - Multiple Areas	-	10,000	10,000	50,000	75,000	125,000
Paint Shop & Repair Insulation- Radio Shop	12,000	-	-	-	-	-
Paint Exterior/ Interiors - Various Buildings	13,000	80,000	75,000	125,000	150,000	150,000
Bird Control - Various Buildings	-	10,000	10,000	15,000	15,000	15,000
Bird Control- North Satellite	13,500	-	-	-	-	-
Bird Control - AMC Parking Garage	5,000	-	-	-	-	-
Repair Kennel Floors- Animal Shelter	13,500	-	-	-	-	-
Repair Floors, Tile and Carpet - Various Buildings	11,500	75,000	75,000	125,000	150,000	150,000
<b>Sub-Total Roof/Concrete/Painting/Carpet/Tile/Struct</b>	<b>\$ 175,100</b>	<b>\$ 250,000</b>	<b>\$ 245,000</b>	<b>\$ 415,000</b>	<b>\$ 515,000</b>	<b>\$ 640,000</b>
<b>Lighting/Electrical/Engineering</b>						
A/E Services - Meadow Hills Pool	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -
A/E Services Senior Center	15,000	-	-	-	-	-
A/E Services - Miscellaneous Projects	30,000	50,000	50,000	75,000	100,000	100,000
Replace Electrical Distribution - Various Buildings	-	-	-	50,000	75,000	100,000
Prepare/Update As Built Drawings	-	20,000	20,000	20,000	30,000	50,000
<b>Sub-Total Lighting/Electrical/Engineering</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>	<b>\$ 145,000</b>	<b>\$ 205,000</b>	<b>\$ 250,000</b>
<b>Asbestos Remediation - Various Buildings</b>	<b>\$ -</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
(2006 spent at Meadow Hills- see misc projects)						
<b>Sub-Total Major Building Repair Projects</b>	<b>\$ 2,779,934</b>	<b>\$ 2,118,081</b>	<b>\$ 1,946,200</b>	<b>\$ 1,882,850</b>	<b>\$ 1,865,000</b>	<b>\$ 1,835,000</b>
Direct Charges to Library, Rec & Cultural Services	\$ (73,500)	\$ (73,500)	\$ (73,500)	\$ (73,500)	\$ (73,500)	\$ (73,500)
<b>Total Major Building Repair</b>	<b>\$ 2,706,434</b>	<b>\$ 2,044,581</b>	<b>\$ 1,872,700</b>	<b>\$ 1,809,350</b>	<b>\$ 1,791,500</b>	<b>\$ 1,761,500</b>
<b>TOTAL USES</b>	<b>\$ 2,816,573</b>	<b>\$ 2,159,751</b>	<b>\$ 1,991,901</b>	<b>\$ 1,932,127</b>	<b>\$ 1,917,960</b>	<b>\$ 1,893,019</b>
<b>Net (Sources less Uses)</b>	<b>\$ (398,773)</b>	<b>\$ 41,049</b>	<b>\$ (66,101)</b>	<b>\$ (6,327)</b>	<b>\$ 7,840</b>	<b>\$ 32,781</b>
<b>Ending Funds Available</b>	<b>\$ 82,674</b>	<b>\$ 123,723</b>	<b>\$ 57,622</b>	<b>\$ 51,295</b>	<b>\$ 59,135</b>	<b>\$ 91,916</b>



**PARKS, OPEN SPACE,  
AND RECREATION  
CAPITAL  
IMPROVEMENT  
PROGRAM DETAIL**

## Parks, Open Space, and Recreation Capital Improvement Program Detail

Project/Program Name	2006					2007				
	ArCo	CTF	CPF	AdCo <sup>(a)</sup>	PDF <sup>(d)</sup>	ArCo	CTF	CPF	AdCo	PDF
<b>SOURCES</b>										
Revenues	5,096,336	2,845,300	253,781	250,000	550,000	5,274,708	2,845,300	444,629	295,000	550,000
Interest	125,000	186,300	-	30,000	120,000	200,000	180,000	-	25,000	120,000
<b>Total Sources</b>	<b>\$ 5,221,336</b>	<b>\$ 3,031,600</b>	<b>\$ 253,781</b>	<b>\$ 280,000</b>	<b>\$ 670,000</b>	<b>\$ 5,474,708</b>	<b>\$ 3,025,300</b>	<b>\$ 444,629</b>	<b>\$ 320,000</b>	<b>\$ 670,000</b>
<b>USES</b>										
<b>Parks and Open Space</b>										
<b>Acquisitions</b>	-	150,000	-	-	-	-	150,000	-	-	-
<b>Total Acquisitions</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Construction - Parks</b>										
General's Park Gates	-	-	-	-	-	-	-	-	100,000	-
Utah Park Renovation	2,323,000	560,000	-	-	-	-	-	-	-	-
Park at Tallyn's /Y/Ice (Spring 2006 Supplemental)	450,000	-	-	-	190,771	-	-	-	-	-
Altura & Fairplay Parks (Spring 2006 Supplemental)	-	-	-	-	600	-	-	-	-	-
Conservatory Park (Spring 2006 Supplemental)	-	-	-	-	88,200	-	-	-	-	-
Signature Park Road & Site Grading	-	-	-	-	-	600,000	-	-	-	-
Great Plains Park (Spring 2006 Supplemental)	-	-	-	-	28,100	-	-	-	-	-
Great Plains Park - Shade	-	-	-	-	-	200,000	-	-	-	-
CentrePointe Park (Spring 2006 Supplemental)	-	-	-	-	49,105	-	-	-	-	-
TIP Trails (Spring 2006 Supplemental)	-	-	-	-	6,250	-	-	-	-	-
Murphy Creek North Neighborhood Park	-	-	-	-	-	665,000	-	-	-	320,400
Carson Street Pond Park	-	-	-	-	-	315,000	-	-	-	227,534
<b>Total Construction - Parks</b>	<b>\$ 2,773,000</b>	<b>\$ 560,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 363,026</b>	<b>\$ 1,780,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ 547,934</b>
<b>Construction - Open Space</b>										
Youth Corp	-	30,000	-	-	-	-	30,000	-	-	-
Sand Creek Park (partial) <sup>(f)</sup>	-	50,000	-	233,000	-	-	-	-	-	-
Fencing	-	50,000	-	-	-	150,000	-	-	-	-
Aurora Reservoir - Beach Low Water Wall	-	-	-	-	-	-	100,000	-	-	-
Aurora Reservoir - Entry Walk	-	-	-	-	-	75,000	-	-	-	-
Quincy Reservoir - Buildings, Etc.	-	-	-	-	-	-	150,000	-	-	-
Ponderosa Preserve	-	-	-	-	-	-	250,000	-	-	-
<b>Total Construction - Open Space</b>	<b>\$ -</b>	<b>\$ 130,000</b>	<b>\$ -</b>	<b>\$ 233,000</b>	<b>\$ -</b>	<b>\$ 225,000</b>	<b>\$ 530,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Infrastructure - Parks</b>										
Security Lighting	-	-	-	-	-	-	25,000	-	-	-
Park Furniture	-	8,000	-	-	-	-	8,000	-	-	-
Athletic Field Renovations	-	-	50,000	-	-	-	-	120,000	-	-
Park Signage	-	50,000	50,000	-	-	-	100,000	50,000	-	-
Miscellaneous Small Projects	-	60,000	-	-	-	300,000	50,000	-	-	-
Irrigation Controller Renovation	-	25,000	-	-	-	-	40,000	-	-	-
Court Replacement	150,000	-	-	-	-	-	250,000	-	-	-
Playground Renovation	230,000	50,000	-	-	-	520,000	-	-	-	-
<b>Total Infrastructure - Parks</b>	<b>\$ 380,000</b>	<b>\$ 193,000</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 820,000</b>	<b>\$ 473,000</b>	<b>\$ 170,000</b>	<b>\$ -</b>	<b>\$ -</b>

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## Parks, Open Space, and Recreation Capital Improvement Program Detail

Project/Program Name	2006 (cont.)					2007 (cont.)				
	ArCo	CTF	CPF	AdCo <sup>(a)</sup>	PDF <sup>(d)</sup>	ArCo	CTF	CPF	AdCo	PDF
<b>Infrastructure - Open Space</b>										
Open Space Infrastructure-small projects	50,000	65,000	-	-	-	50,000	120,000	-	-	-
Aurora Reservoir - Sand Replacement	-	15,000	-	-	-	-	-	-	-	-
Quincy Reservoir - Move Entry Road, West Lot	150,000	-	-	-	-	-	-	-	-	-
<b>Total Infrastructure - Open Space</b>	<b>\$ 200,000</b>	<b>\$ 80,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ 120,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Streetscapes</b>										
Median Repair (2006 Spring Supplemental)	-	-	1,866	-	-	-	-	-	-	-
<b>Total Streetscapes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,866</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Infrastructure - Trails</b>										
Greenways/Trails	-	-	200,000	-	-	50,000	-	200,000	-	-
Aurora Reservoir Trail Replacement	-	-	-	-	-	1,100,000	-	-	-	-
I-70 Trail Underpass Engineering	-	-	-	-	-	75,000	-	-	-	-
Westerly Creek - Yale to Jewell	-	-	-	-	-	200,000	-	-	-	-
<b>Total Infrastructure - Trails</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,425,000</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Sub-Total Parks and Open Space, Capital Plan</b>	<b>\$ 3,353,000</b>	<b>\$ 1,113,000</b>	<b>\$ 301,866</b>	<b>\$ 233,000</b>	<b>\$ 363,026</b>	<b>\$ 4,300,000</b>	<b>\$ 1,273,000</b>	<b>\$ 370,000</b>	<b>\$ 100,000</b>	<b>\$ 547,934</b>
Park Maintenance (Operating) <sup>(c)</sup>	294,218	-	-	-	-	349,745	-	-	-	-
Open Space Education & Patrol (Operating) <sup>(c)</sup>	236,187	32,000	-	-	-	267,417	-	-	-	-
Open Space Maintenance (Operating) <sup>(c)</sup>	166,547	-	-	-	-	205,200	32,000	-	-	-
Open Space Administration (Operating) <sup>(c)</sup>	-	-	-	-	-	309,010	-	-	-	-
ArCo Equipment <sup>(c)</sup>	-	-	-	-	-	456,000	-	-	-	-
Debt Service - 2005 ArCo COPs	1,199,665	-	-	-	-	1,196,665	-	-	-	-
Direct Costs - Design, Engineering, Etc.	420,219	450,343	-	-	-	414,608	498,683	74,629	-	-
Lapse of Prior-Year Budget <sup>(b)</sup>	-	-	(48,085)	-	-	-	-	-	-	-
<b>Sub-Total Parks and Open Space, Other</b>	<b>\$ 2,316,836</b>	<b>\$ 482,343</b>	<b>\$ (48,085)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,198,645</b>	<b>\$ 530,683</b>	<b>\$ 74,629</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Parks and Open Space</b>	<b>\$ 5,669,836</b>	<b>\$ 1,595,343</b>	<b>\$ 253,781</b>	<b>\$ 233,000</b>	<b>\$ 363,026</b>	<b>\$ 7,498,645</b>	<b>\$ 1,803,683</b>	<b>\$ 444,629</b>	<b>\$ 100,000</b>	<b>\$ 547,934</b>
<b>Library, Recreation, and Cultural Services</b>										
Recreation Infrastructure/Signage/Equip etc.	-	100,000	-	-	-	-	105,000	-	-	-
Senior Center Addition @ Del Mar	-	450,000	-	-	-	-	75,000	-	-	-
Beck Recreation Center Remodel	-	777,194	-	-	-	-	-	-	-	-
<b>Sub-Total Lib., Rec., &amp; Cult. Svcs., Capital Plan</b>	<b>\$ -</b>	<b>\$ 1,327,194</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 180,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Art in Public Places Transfer	-	5,600	-	-	-	-	-	-	-	-
Art in Public Places Funding	-	18,350	-	-	-	-	32,600	-	-	-
<b>Sub-Total Library, Rec. and Cultural Svcs., Other</b>	<b>\$ -</b>	<b>\$ 23,950</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 32,600</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Library, Recreation, and Cultural Services</b>	<b>\$ -</b>	<b>\$ 1,351,144</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 212,600</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL USES</b>	<b>\$ 5,669,836</b>	<b>\$ 2,946,487</b>	<b>\$ 253,781</b>	<b>\$ 233,000</b>	<b>\$ 363,026</b>	<b>\$ 7,498,645</b>	<b>\$ 2,016,283</b>	<b>\$ 444,629</b>	<b>\$ 100,000</b>	<b>\$ 547,934</b>
<b>TOTAL SOURCES - USES</b>	<b>\$ (448,500)</b>	<b>\$ 85,113</b>	<b>\$ -</b>	<b>\$ 47,000</b>	<b>\$ 306,974</b>	<b>\$ (2,023,937)</b>	<b>\$ 1,009,017</b>	<b>\$ -</b>	<b>\$ 220,000</b>	<b>\$ 122,066</b>
<b>Funds Available Carried Forward from Prior Year (d)</b>	<b>\$ 2,528,558</b>	<b>\$ 751,065</b>	<b>\$ -</b>	<b>\$ 340,198</b>	<b>\$ 1,962,185</b>	<b>\$ 2,080,058</b>	<b>\$ 836,178</b>	<b>\$ -</b>	<b>\$ 387,198</b>	<b>\$ 2,269,159</b>
<b>Ending Funds Available</b>	<b>\$ 2,080,058</b>	<b>\$ 836,178</b>	<b>\$ -</b>	<b>\$ 387,198</b>	<b>\$ 2,269,159</b>	<b>\$ 56,121</b>	<b>\$ 1,845,195</b>	<b>\$ -</b>	<b>\$ 607,198</b>	<b>\$ 2,391,225</b>

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## Parks, Open Space, and Recreation Capital Improvement Program Detail

Project/Program Name	2008					2009				
	ArCo	CTF	CPF	AdCo	PDF	ArCo	CTF	CPF	AdCo	PDF
<b>SOURCES</b>										
Revenues	5,459,323	2,845,300	377,241	303,850	600,000	5,650,399	2,845,300	747,070	312,966	500,000
Interest	275,000	180,000	-	28,000	150,000	325,000	180,000	-	14,000	200,000
<b>Total Sources</b>	<b>\$ 5,734,323</b>	<b>\$ 3,025,300</b>	<b>\$ 377,241</b>	<b>\$ 331,850</b>	<b>\$ 750,000</b>	<b>\$ 5,975,399</b>	<b>\$ 3,025,300</b>	<b>\$ 747,070</b>	<b>\$ 326,966</b>	<b>\$ 700,000</b>
<b>USES</b>										
<b>Parks and Open Space</b>										
Acquisitions	-	150,000	-	-	-	200,000	-	-	-	-
<b>Total Acquisitions</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Construction - Parks</b>										
Saddle Rock East Neighborhood Park	735,000	-	-	-	211,200	-	-	-	-	-
East Quincy Highlands Neighborhood Park	600,000	200,000	-	-	204,610	-	-	-	-	-
Springhill Park (partial - funded over several years)	300,000	-	-	-	-	3,000,000	-	-	-	-
City Park	-	-	-	-	-	-	650,000	-	350,000	-
Rocky Ridge Parking Lot	-	-	-	-	-	-	175,000	-	-	-
Quincy Buckley Park (partial) <sup>(f)</sup>	-	-	-	-	-	50,000	-	-	-	-
<b>Total Construction - Parks</b>	<b>\$ 1,635,000</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 415,810</b>	<b>\$ 3,050,000</b>	<b>\$ 825,000</b>	<b>\$ -</b>	<b>\$ 350,000</b>	<b>\$ -</b>
<b>Construction - Open Space</b>										
Youth Corp	-	30,000	-	-	-	-	30,000	-	-	-
Fencing	-	150,000	-	-	-	-	150,000	-	-	-
Sand Creek Park (partial) <sup>(f)</sup>	-	-	-	600,000	-	-	-	-	-	-
<b>Total Construction - Open Space</b>	<b>\$ -</b>	<b>\$ 180,000</b>	<b>\$ -</b>	<b>\$ 600,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 180,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Infrastructure - Parks</b>										
Security Lighting	-	-	-	-	-	-	25,000	-	-	-
Park Furniture	-	10,000	-	-	-	10,000	-	-	-	-
Athletic Field Renovations	-	-	50,000	-	-	-	-	50,000	-	-
Park Signage	-	100,000	50,000	-	-	25,000	25,000	50,000	-	-
Miscellaneous Small Projects	150,000	50,000	-	-	-	100,000	50,000	-	-	-
Irrigation Controller Renovation	-	30,000	-	-	-	-	25,000	-	-	-
Court Replacement	150,000	150,000	-	-	-	-	140,000	-	-	-
Playground Renovation	-	335,000	-	180,000	-	250,000	60,000	-	-	-
Park Path Replacement	-	140,000	-	-	-	-	-	-	-	-
<b>Total Infrastructure - Parks</b>	<b>\$ 300,000</b>	<b>\$ 815,000</b>	<b>\$ 100,000</b>	<b>\$ 180,000</b>	<b>\$ -</b>	<b>\$ 385,000</b>	<b>\$ 325,000</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>

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## Parks, Open Space, and Recreation Capital Improvement Program Detail

Project/Program Name	2008 (cont.)					2009 (cont.)				
	ArCo	CTF	CPF	AdCo	PDF	ArCo	CTF	CPF	AdCo	PDF
<b>Infrastructure - Open Space</b>										
Open Space Infrastructure - Small Projects	50,000	60,000	-	-	-	50,000	25,000	-	50,000	-
Aurora Reservoir - Sand Replacement	-	15,000	-	-	-	-	-	-	-	-
<b>Total Infrastructure - Open Space</b>	<b>\$ 50,000</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>
<b>Streetscapes</b>										
Airport Blvd and Colfax Corner	-	-	-	-	-	-	-	367,512	-	-
<b>Total Streetscapes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 367,512</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Infrastructure - Trails</b>										
Greenways/Trails	-	-	200,000	-	-	-	-	200,000	-	-
<b>Total Infrastructure Trails</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Sub-Total Parks and Open Space, Capital Plan</b>	<b>\$ 1,985,000</b>	<b>\$ 1,420,000</b>	<b>\$ 300,000</b>	<b>\$ 780,000</b>	<b>\$ 415,810</b>	<b>\$ 3,685,000</b>	<b>\$ 1,355,000</b>	<b>\$ 667,512</b>	<b>\$ 400,000</b>	<b>\$ -</b>
Park Maintenance (Operating) <sup>(c)</sup>	365,067	-	-	-	-	379,007	-	-	-	-
Open Space Education & Patrol (Operating) <sup>(c)</sup>	279,911	-	-	-	-	290,597	-	-	-	-
Open Space Maintenance (Operating) <sup>(c)</sup>	214,401	32,000	-	-	-	222,568	32,000	-	-	-
Open Space Administration (Operating) <sup>(c)</sup>	309,057	-	-	-	-	309,097	-	-	-	-
ArCo Equipment <sup>(c)</sup>	125,000	-	-	-	-	125,000	-	-	-	-
Debt Service - 2005 ArCo COPs	1,196,990	-	-	-	-	1,198,040	-	-	-	-
Direct Costs - Design, Engineering, Etc.	433,063	519,609	77,241	-	-	449,024	537,844	79,558	-	-
<b>Sub-Total Parks and Open Space, Other</b>	<b>\$ 2,923,489</b>	<b>\$ 551,609</b>	<b>\$ 77,241</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,973,333</b>	<b>\$ 569,844</b>	<b>\$ 79,558</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Parks and Open Space</b>	<b>\$ 4,908,489</b>	<b>\$ 1,971,609</b>	<b>\$ 377,241</b>	<b>\$ 780,000</b>	<b>\$ 415,810</b>	<b>\$ 6,658,333</b>	<b>\$ 1,924,844</b>	<b>\$ 747,070</b>	<b>\$ 400,000</b>	<b>\$ -</b>
<b>Library, Recreation, and Cultural Services</b>										
Recreation Infrastructure/Signage/Equip etc.	-	100,000	-	-	-	-	100,000	-	-	-
Beck Recreation Center Remodel	-	2,556,740	-	-	-	-	650,000	-	-	-
Swimming Pool Infrastructure	-	75,000	-	-	-	-	75,000	-	-	-
Sports Complexes Infrastructure	-	-	-	-	-	-	25,000	-	-	-
<b>Sub-Total Lib., Rec., &amp; Cult. Svcs., Capital Plan</b>	<b>\$ -</b>	<b>\$ 2,731,740</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 850,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Art in Public Places Transfer	-	-	-	-	-	-	-	-	-	-
Art in Public Places Funding	-	-	-	-	-	-	-	-	-	-
Sub-Total Library, Rec. and Cultural Svcs., Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Library, Recreation, and Cultural Services</b>	<b>\$ -</b>	<b>\$ 2,731,740</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 850,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL USES</b>	<b>\$ 4,908,489</b>	<b>\$ 4,703,349</b>	<b>\$ 377,241</b>	<b>\$ 780,000</b>	<b>\$ 415,810</b>	<b>\$ 6,658,333</b>	<b>\$ 2,774,844</b>	<b>\$ 747,070</b>	<b>\$ 400,000</b>	<b>\$ -</b>
<b>TOTAL SOURCES - USES</b>	<b>\$ 825,834</b>	<b>\$ (1,678,049)</b>	<b>\$ -</b>	<b>\$ (448,150)</b>	<b>\$ 334,190</b>	<b>\$ (682,934)</b>	<b>\$ 250,456</b>	<b>\$ -</b>	<b>\$ (73,035)</b>	<b>\$ 700,000</b>
<b>Funds Available Carried Forward from Prior Year</b>	<b>\$ 56,121</b>	<b>\$ 1,845,195</b>	<b>\$ -</b>	<b>\$ 607,198</b>	<b>\$ 2,391,225</b>	<b>\$ 881,955</b>	<b>\$ 167,146</b>	<b>\$ -</b>	<b>\$ 159,048</b>	<b>\$ 2,725,415</b>
<b>Ending Funds Available</b>	<b>\$ 881,955</b>	<b>\$ 167,146</b>	<b>\$ -</b>	<b>\$ 159,048</b>	<b>\$ 2,725,415</b>	<b>\$ 199,020</b>	<b>\$ 417,602</b>	<b>\$ -</b>	<b>\$ 86,014</b>	<b>\$ 3,425,415</b>

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2007 Adopted Budget

Capital Improvement Program-  
Parks, Open Space, and Recreation Detail

Parks, Open Space, and Recreation Capital Improvement Program Detail

Project/Program Name	2010					2011				
	ArCo	CTF	CPF	AdCo	PDF	ArCo	CTF	CPF	AdCo	PDF
<b>SOURCES</b>										
Revenues	5,848,163	2,845,300	381,945	322,354	500,000	6,052,848	2,845,300	385,223	332,025	650,000
Interest	325,000	180,000	-	20,000	200,000	350,000	180,000	-	14,000	250,000
<b>Total Sources</b>	<b>\$ 6,173,163</b>	<b>\$ 3,025,300</b>	<b>\$ 381,945</b>	<b>\$ 342,354</b>	<b>\$ 700,000</b>	<b>\$ 6,402,848</b>	<b>\$ 3,025,300</b>	<b>\$ 385,223</b>	<b>\$ 346,025</b>	<b>\$ 900,000</b>
<b>USES</b>										
<b>Parks and Open Space</b>										
<b>Acquisitions</b>	250,000	-	-	-	-	-	-	-	-	-
<b>Total Acquisitions</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Construction - Parks</b>										
Nome Park (partial) <sup>(f)</sup>	-	250,000	-	-	-	-	-	-	-	-
Springhill Park (partial - funded over several years)	-	-	-	-	-	1,500,000	-	-	-	-
Montview Park (partial) <sup>(f)</sup>	-	300,000	-	-	-	-	-	-	-	-
Quincy Buckley Park (partial) <sup>(f)</sup>	-	300,000	-	-	-	-	-	-	-	-
Kalispell Park (partial) <sup>(f)</sup>	400,000	-	-	-	-	-	-	-	-	-
Terrace Park (partial) <sup>(f)</sup>	-	-	-	-	-	-	-	-	440,000	-
Triangle Park (partial) <sup>(f)</sup>	-	-	-	-	-	-	300,000	-	-	-
Spencer Garrett Park	-	-	-	-	-	-	850,000	-	-	-
Del Mar Park Master Plan	-	-	-	-	-	200,000	-	-	-	-
Toll Gate Crossing Park (PDF to date)	-	-	-	-	-	-	-	-	-	130,662
<b>Total Construction - Parks</b>	<b>\$ 400,000</b>	<b>\$ 850,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,700,000</b>	<b>\$ 1,150,000</b>	<b>\$ -</b>	<b>\$ 440,000</b>	<b>\$ 130,662</b>
<b>Construction - Open Space</b>										
Youth Corp	-	30,000	-	-	-	-	30,000	-	-	-
Fencing	-	150,000	-	-	-	100,000	-	-	-	-
Tollgate Bridge	260,000	-	-	-	-	-	-	-	-	-
Structures/Tunnel/Underpass	-	-	-	-	-	500,000	-	-	-	-
Heritage Farm (Parklands) <sup>(f)</sup>	-	-	-	-	-	100,000	-	-	-	-
<b>Total Construction - Open Space</b>	<b>\$ 260,000</b>	<b>\$ 180,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 700,000</b>	<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Infrastructure - Parks</b>										
Security Lighting	-	-	-	-	-	-	25,000	-	-	-
Athletic Field Renovations	-	-	50,000	-	-	-	-	50,000	-	-
Park Signage	25,000	25,000	50,000	-	-	100,000	-	50,000	-	-
Miscellaneous Small Projects	100,000	50,000	-	50,000	-	150,000	-	-	-	-
Irrigation Controller Renovation	-	25,000	-	-	-	15,000	-	-	15,000	-
Court Replacement	150,000	-	-	150,000	-	140,000	-	-	-	-
Playground Renovation	270,000	-	-	-	-	350,000	-	-	-	-
Irrigation Replacement	1,100,000	-	-	-	-	-	-	-	-	-
Shelter Replacement	-	-	-	-	-	100,000	-	-	-	-
Park Path Replacement	-	-	-	-	-	140,000	-	-	-	-
<b>Total Infrastructure - Parks</b>	<b>\$ 1,645,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ 995,000</b>	<b>\$ 25,000</b>	<b>\$ 100,000</b>	<b>\$ 15,000</b>	<b>\$ -</b>

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2007 Adopted Budget

Capital Improvement Program-  
Parks, Open Space, and Recreation Detail

Parks, Open Space, and Recreation Capital Improvement Program Detail

Project/Program Name	2010 (cont.)					2011 (cont.)				
	ArCo	CTF	CPF	AdCo	PDF	ArCo	CTF	CPF	AdCo	PDF
<b>Infrastructure - Open Space</b>										
Open Space Infrastructure - Small Projects	50,000	25,000	-	50,000	-	50,000	-	-	35,000	-
Aurora Reservoir - Sand Replacement	-	15,000	-	-	-	-	-	-	-	-
<b>Total Infrastructure - Open Space</b>	<b>\$ 50,000</b>	<b>\$ 40,000</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000</b>	<b>\$ -</b>
<b>Streetscapes</b>										
Airport Blvd and Colfax Corner	-	-	-	-	-	-	-	-	-	-
Aurora Reservoir Trail Replacement	-	-	-	-	-	-	-	-	-	-
<b>Total Streetscapes</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Infrastructure - Trails</b>										
Greenways/Trails	-	-	200,000	-	-	-	-	200,000	-	-
Aurora Reservoir Trail Replacement	-	-	-	-	-	-	-	-	-	-
Seven Hills/Unnamed Creek Bridge Trail	-	-	-	-	-	350,000	-	-	-	-
Trail Replacement	-	-	-	-	-	200,000	-	-	-	-
<b>Total Infrastructure Trails</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 550,000</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Sub-Total Parks and Open Space, Capital Plan</b>	<b>\$ 2,605,000</b>	<b>\$ 1,170,000</b>	<b>\$ 300,000</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ 3,995,000</b>	<b>\$ 1,205,000</b>	<b>\$ 300,000</b>	<b>\$ 490,000</b>	<b>\$ 130,662</b>
Park Maintenance (Operating) <sup>(c)</sup>	393,025	-	-	-	-	410,213	-	-	-	-
Open Space Education & Patrol (Operating) <sup>(c)</sup>	301,152	-	-	-	-	314,707	-	-	-	-
Open Space Maintenance (Operating) <sup>(c)</sup>	230,723	32,000	-	-	-	240,916	32,000	-	-	-
Open Space Administration (Operating) <sup>(c)</sup>	309,137	-	-	-	-	309,188	-	-	-	-
ArCo Equipment <sup>(c)</sup>	125,000	-	-	-	-	125,000	-	-	-	-
Debt Service - 2005 ArCo COPs	1,198,190	-	-	-	-	1,196,159	-	-	-	-
Direct Costs - Design, Engineering, Etc.	464,909	555,970	81,945	-	-	485,411	578,855	85,223	-	-
<b>Sub-Total Parks and Open Space, Other</b>	<b>\$ 3,022,136</b>	<b>\$ 587,970</b>	<b>\$ 81,945</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,081,594</b>	<b>\$ 610,855</b>	<b>\$ 85,223</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Parks and Open Space</b>	<b>\$ 5,627,136</b>	<b>\$ 1,757,970</b>	<b>\$ 381,945</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ 7,076,594</b>	<b>\$ 1,815,855</b>	<b>\$ 385,223</b>	<b>\$ 490,000</b>	<b>\$ 130,662</b>
<b>Library, Recreation, and Cultural Services</b>										
Recreation Infrastructure/Signage/Equip etc.	-	54,700	-	-	-	-	-	-	-	-
Del Mar Pool - Family Aq Ctr (partial) <sup>(d)</sup>	-	200,000	-	-	-	-	930,871	-	-	-
Meadowood Neighborhood Center Addition	-	45,000	-	-	-	-	450,000	-	-	-
<b>Sub-Total Lib., Rec., &amp; Cult. Svcs., Capital Plan</b>	<b>\$ -</b>	<b>\$ 299,700</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,380,871</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Art in Public Places Transfer	-	-	-	-	-	-	-	-	-	-
Art in Public Places Funding	-	-	-	-	-	-	-	-	-	-
Sub-Total Library, Rec. and Cultural Svcs., Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Library, Recreation, and Cultural Services</b>	<b>\$ -</b>	<b>\$ 299,700</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,380,871</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL USES</b>	<b>\$ 5,627,136</b>	<b>\$ 2,057,670</b>	<b>\$ 381,945</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ 7,076,594</b>	<b>\$ 3,196,726</b>	<b>\$ 385,223</b>	<b>\$ 490,000</b>	<b>\$ 130,662</b>
<b>TOTAL SOURCES - USES</b>	<b>\$ 546,027</b>	<b>\$ 967,630</b>	<b>\$ -</b>	<b>\$ 92,354</b>	<b>\$ 700,000</b>	<b>\$ (673,746)</b>	<b>\$ (171,426)</b>	<b>\$ -</b>	<b>\$ (143,975)</b>	<b>\$ 769,338</b>
<b>Funds Available Carried Forward from Prior Year</b>	<b>\$ 199,020</b>	<b>\$ 417,602</b>	<b>\$ -</b>	<b>\$ 86,014</b>	<b>\$ 3,425,415</b>	<b>\$ 745,047</b>	<b>\$ 1,385,232</b>	<b>\$ -</b>	<b>\$ 178,368</b>	<b>\$ 4,125,415</b>
<b>Ending Funds Available</b>	<b>\$ 745,047</b>	<b>\$ 1,385,232</b>	<b>\$ -</b>	<b>\$ 178,368</b>	<b>\$ 4,125,415</b>	<b>\$ 71,302</b>	<b>\$ 1,213,806</b>	<b>\$ -</b>	<b>\$ 34,393</b>	<b>\$ 4,894,753</b>

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**Parks, Open Space, and Recreation Capital Improvement Program Detail**

**Footnotes to Parks, Open Space, and Recreation Capital Improvement Program Detail**

- (a) Note 1: AdCo was part of the Parks Development Fund prior to 2006. The movement of cash and budget to the Designated Revenue Fund, effective January 1, 2006, is not shown in this detail plan.
- (b) Note 2: Unused prior-year budget in the Capital Projects Fund is planned to be lapsed back to funds available during the 2006 Fall Supplemental.
- (c) Note 3: These are allowable operating/maintenance expenditures in the ArCo Fund. Details can be found in the Operating Section of the Parks and Open Space Departmental budget.
- (d) Note 4: Parks Development Fund excludes funds related to tower lease revenue for Signature Park. Associated funds were moved from the PDF to the Designated Revenue Fund in 2006.
- (e) Note 5: The Art in Public Places transfer in Conservation Trust Fund is internal to the fund and therefore does not affect ending funds available.
- (f) Note 6: Several projects (marked "partial") are only partially funded in the CIP. The remaining funding needs are identified in the Facilities Master Plan Phase II.

## Facilities and Services Master Plan, Phase II

### Unfunded City Capital Needs

Project	Unfunded City Share Capital Cost Estimate
<b>Library, Recreation, and Cultural Services</b>	
Community Events Center with Parking Garage	\$ 34,489,000
Del Mar Pool Renovation	1,141,300
Eastern Tier Library	7,750,000
Expo Recreation Addition	3,506,900
North Central Recreation Center	19,669,478
South Central Community Recreation Center and Library	25,514,250
Utah Gymnasium Addition and Facility/Area Reconstruction	6,055,000
<b>Subtotal Library, Recreation, and Cultural Services</b>	<b>\$ 98,125,928</b>
<b>Other</b>	
Colfax Streetscape Improvements	\$ 3,500,000
Fiber Optic Connection to City Buildings	4,000,000
Financial Systems Replacement	10,000,000
Fletcher Plaza Urban Renewal Area	2,000,000
Havana District, Montview Plaza Area, and Transit Oriented Development	3,000,000
North Maintenance Facility Renovation	6,821,000
Parking Structures (Colfax and Fitzsimons Redevelopment Area)	1,000,000
South/SE Maintenance Facility	13,500,000
Southeast Area Animal Shelter	6,077,600
<b>Subtotal Other</b>	<b>\$ 49,898,600</b>
<b>Parks</b>	
Aurora Sports Park Championship Baseball Field	\$ 955,000
Harvest & Mississippi Athletic Fields (Sec. 20)	5,487,900
Major Park Renovations (11 total)	8,886,000
Miscellaneous Special Use and Regional Parks	8,684,000
Neighborhood Parks	926,500
New Median Construction	7,124,500
Parks Equipment	1,105,000
Signature Park #1	25,450,000
South Central Community Center Park and Grounds	3,000,000
Southeast Athletic Fields and Buildings	20,213,600
Trails (includes 2 new trail constructions and 2 reconstructions)	5,686,000
<b>Subtotal Parks</b>	<b>\$ 87,518,500</b>

## Facilities and Services Master Plan, Phase II

### Unfunded City Capital Needs

Project		Unfunded City Share Capital Cost Estimate
<b>Public Safety</b>		
Courtroom 10 Build	\$	675,000
Fifth Aerial Ladder Truck (funded in CIP)		Operating Only
Fully Staff Fire Station #14		Operating Only
MJC Remodel for Police Administration / District 2		7,313,600
New District 2 Police Station		7,521,700
Permanent Murphy Creek Fire Station		Funded
Public Safety Complex - Phase I		20,165,000
Sixth Aerial Ladder Truck and Personnel		852,600
Temporary Cross Creek Fire Station Truck and Equipment		566,300
Temporary Far Southeast Fire Station Truck and Equipment		566,300
Temporary Windler Fire Station Truck and Equipment		566,300
<b>Subtotal Public Safety</b>	<b>\$</b>	<b>38,226,800</b>
<b>Transportation</b>		
6th Avenue Extension: Tower Road to E-470	\$	4,054,680
6th Avenue Widening: Airport Boulevard to Tower Road		6,582,200
Colfax Interchange Reconstruction: Colfax and 17th Place		34,000,000
Gartrell Bridge Widening at E-470		4,400,000
Gun Club Road Widening: Yale to Dove Hill		11,932,000
Harvest Mile Road Widening: Quincy to Orchard		4,367,000
I-70/Harvest Road Interchange at Harvest Road		9,041,000
I-70/Picadilly Interchange at Picadilly		3,996,000
Montview Boulevard: Peoria to Fitzsimons Parkway		1,616,000
Peoria Bridge Widening at Sand Creek		8,024,400
Picadilly Road Widening: 26th to 38th		3,031,400
Public Works Maintenance Personnel and Equipment		800,000
Quincy Avenue Widening		4,613,000
Tower Road Extension: Colfax Avenue to 6th Avenue		6,609,500
Tower Road Widening: Smith Road to Colfax Avenue		4,868,400
<b>Subtotal Transportation</b>	<b>\$</b>	<b>107,935,580</b>
<b>Total</b>	<b>\$</b>	<b>381,705,408</b>



## 2007 - 2011 Capital Improvement Program Detail by Project

Fund\Program\Subfund\Project Title	Carryforward	2006	Five - Year Plan					Total 2007 - 2011
	Appropriation 2005	Projected Budget	2007 Planned	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b>Wastewater Fund</b>								
<b>Collection - Sewer Development</b>								
52527 Arap W&S Parallel CC Outfall-SSDV	0	0	533,850	0	0	0	0	533,850
52933 Cherry Creek Conn/Ridgemoor-SSDV	280,047	0	0	0	0	0	0	0
52966 Coal Creek Se-Picadilly to Alm	81,998	-58,383	0	0	0	0	0	0
S5249 Colfax Ave & Tower Rd Paralleling-SSDV	0	0	0	0	0	0	1,855,050	1,855,050
52847 E Tollgate Crk-Belleview/Smoky-SSDV	88,145	-88,145	0	0	0	0	0	0
52848 Fitzsimons Sewer Upgrade-SSDV	861,015	0	0	0	0	0	0	0
52645 Sewer Flow Meter Stations-SSDV	150,000	-50,000	0	0	0	0	0	0
52644 Tollgate Crk Paralleling-SSDV	593,972	6,844,359	0	0	0	0	0	0
S5205 Upper Tollgate Interceptor/Parelleling	0	0	0	3,345,900	3,477,300	0	0	6,823,200
S5250 W Tributary Murphy Ck Sewer at Hwy 30	0	0	0	557,650	0	0	0	557,650
<b>Total</b>	<b>2,055,177</b>	<b>6,647,831</b>	<b>533,850</b>	<b>3,903,550</b>	<b>3,477,300</b>	<b>0</b>	<b>1,855,050</b>	<b>9,769,750</b>
<b>Collection - Sewer System Improvement</b>								
52965 Abilene Lift Stat Bypass/Decm	155,521	-133,901	0	0	0	0	0	0
52525 Arap W&S Parallel CC Outfall-SSSI	0	0	533,850	0	0	0	0	533,850
52569 Bioxide Chemical Control Piney Crk LS	0	0	80,078	0	0	0	0	80,078
52636 Cherry Creek Conn/Ridgemoor-SSSI	85,551	350,000	0	0	0	0	0	0
S5256 Colfax Ave & Tower Rd Paralleling-SSSI	0	0	0	0	0	0	618,350	618,350
52635 Fitzsimons Sewer Upgrade-SSSI	100,000	0	0	0	0	0	0	0



## 2007 - 2011 Capital Improvement Program Detail by Project

Fund\Program\Subfund\Project Title	Carryforward	2006	Five - Year Plan					Total 2007 - 2011
	Appropriation 2005	Projected Budget	2007 Planned	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b>Wastewater Fund</b>								
<b>Collection - Sewer System Improvement</b>								
52682 Lowry Sewer Connect-SSSI	0	0	0	260,757	0	0	0	260,757
52722 Misc Sanitary Sewer Extension-SSSI	0	0	0	0	0	0	0	0
52576 Removal from the 56th Ave Interceptor	0	0	1,067,700	1,115,300	0	0	0	2,183,000
52980 Sewer Flow Meter Stations-SSSI	0	200,000	0	0	579,550	0	0	579,550
S5204 Westside Interceptor/Parallel Sewer	0	0	0	2,230,600	4,636,400	7,192,800	0	14,059,800
<b>Total</b>	<b>341,072</b>	<b>416,099</b>	<b>1,681,628</b>	<b>3,606,657</b>	<b>5,215,950</b>	<b>7,192,800</b>	<b>618,350</b>	<b>18,315,385</b>
<b>Developer Related Project - Sewer Development</b>								
52640 1st Crk 48th Ave to E470-SSDVLPR	0	0	0	1,784,480	0	0	0	1,784,480
S5213 1st Crk Diversion @ 6th Ave	0	0	0	0	1,251,828	0	0	1,251,828
52567 1st Crk E470 to Powhaton Rd	0	0	640,620	0	0	0	0	640,620
52530 1st Crk Trib Swr-Picadilly/Hart-SSDVLPR	0	0	927,831	1,115,300	0	0	0	2,043,131
S5216 1st Crk Tributary "T" Gun Club to Powhaton	0	0	0	0	736,029	1,198,800	0	1,934,829
52975 1st Crk Trnsf to Coal Crk @6th	500,000	-500,000	533,850	0	0	0	0	533,850
S5217 2nd Crk Harvest Rd to Powhaton Rd	0	0	0	0	0	599,400	0	599,400
52770 Cherry Creek Conn/Ridgemoor-SSDVLPR	530,190	350,000	0	0	0	0	0	0
52723 Develop Related Sanitary Sewer-SSDV	639,617	160,383	640,620	669,180	695,460	719,280	742,020	3,466,560
52727 SE Sewer Agreemt @ Aur Res-SSDV	0	817,614	854,160	892,240	927,280	959,040	0	3,632,720
52887 SE Sewer Agreemt @ Aur Res-SSDVLPR	0	856,834	427,080	446,120	463,640	479,520	494,680	2,311,040



## 2007 - 2011 Capital Improvement Program Detail by Project

Fund\Program\Subfund\Project Title	Carryforward	2006	Five - Year Plan					Total 2007 - 2011
	Appropriation 2005	Projected Budget	2007 Planned	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b>Wastewater Fund</b>								
<b>Developer Related Project - Sewer Development</b>								
S5245 Upper 1st Crk Interceptor-26th Ave to Colfax	0	0	0	0	486,822	0	0	486,822
52641 Upper Coal Crk Oversizing-SSDVLPR	0	400,000	0	0	869,325	0	0	869,325
52531 W Fork 2nd Crk 72 to Liverpool-SSDVLPR	0	0	0	0	695,460	719,280	0	1,414,740
<b>Total</b>	<b>1,669,807</b>	<b>2,084,831</b>	<b>4,024,161</b>	<b>4,907,320</b>	<b>6,125,844</b>	<b>4,675,320</b>	<b>1,236,700</b>	<b>20,969,345</b>
<b>Facilities - Sewer Development</b>								
52886 1st Crk Lift Stat & Force Main	5,306,838	-1,732,478	0	7,508,733	6,954,600	1,198,800	0	15,662,133
S5243 2nd Crk W Tributary Lift Station/Force Main	0	0	0	0	0	599,400	0	599,400
S5253 Box Elder WWTP/Sewer Mains/Lift St/Force	0	0	0	0	231,820	1,798,200	865,690	2,895,710
52769 Highpointe Lift Station & Sewer-SSDV	1,132,869	600,000	960,930	5,018,850	5,795,500	0	0	11,775,280
52528 Kings Pointe E Basin Lift Station-SSDV	0	1,000,000	0	0	0	0	0	0
52823 Piney Crk Lift Stat&Force Mn-SSDV	845,586	-537,000	0	0	0	0	0	0
52639 Shop Crk Lift Stat Exp-SSDV	0	2,125,000	1,121,085	1,171,065	0	0	0	2,292,150
S5246 South Area Operations Building-SSDV	0	0	0	0	0	2,397,600	5,565,150	7,962,750
52981 Upper Sand Crk Plant-SSDV	20,000	0	320,310	0	0	0	0	320,310
52967 Upper Senac Crk Lift Sta/Force Main	222,308	0	0	0	0	0	0	0
52809 Upper Senac Crk-SSDV	96,851	0	0	0	0	0	0	0



## 2007 - 2011 Capital Improvement Program Detail by Project

Fund\Program\Subfund\Project Title	Carryforward	2006	Five - Year Plan					Total 2007 - 2011
	Appropriation 2005	Projected Budget	2007 Planned	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b>Wastewater Fund</b>								
<b>Facilities - Sewer Development</b>								
S5248 W Fork of Second Creek Lift Station&Force M	0	0	0	0	0	359,640	1,484,040	1,843,680
<b>Total</b>	<b>7,624,452</b>	<b>1,455,522</b>	<b>2,402,325</b>	<b>13,698,648</b>	<b>12,981,920</b>	<b>6,353,640</b>	<b>7,914,880</b>	<b>43,351,413</b>
<b>Facilities - Sewer System Improvement</b>								
S5271 Flow Meter in Sand Crk at Peoria-Stream Gag	0	0	533,850	0	0	0	0	533,850
S52846 Highway 30 Recycling Center-SSSI	84,234	-64,234	21,354	22,306	23,182	23,976	24,734	115,552
S52656 New Ops Control Center-SSSI	0	0	0	0	0	0	309,175	309,175
S52683 Reuse Storage-SSSI	0	150,000	0	3,903,550	4,056,850	0	0	7,960,400
S52658 Sand Crk Wtr Reuse Plant-SSSI	4,455,271	-3,500,000	0	780,710	1,506,830	1,198,800	0	3,486,340
S52638 Shop Crk Lift Stat Exp-SSSI	1,430,810	500,000	1,121,085	1,171,065	0	0	0	2,292,150
S52824 Supervisory Control & Data Acq-SSSI	86,590	0	0	0	57,955	0	0	57,955
S52642 Upper Sand Crk Plant-SSSI	230,000	0	480,465	0	0	0	0	480,465
<b>Total</b>	<b>6,286,905</b>	<b>-2,914,234</b>	<b>2,156,754</b>	<b>5,877,631</b>	<b>5,644,817</b>	<b>1,222,776</b>	<b>333,909</b>	<b>15,235,887</b>
<b>Facilities - Storm Drain Development</b>								
D5255 South Area Operations Building-SDDV	0	0	0	0	0	972,227	0	972,227
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>972,227</b>	<b>0</b>	<b>972,227</b>
<b>Facilities - Storm Drain System Improvement</b>								
S52978 Hutchinson Greenbelt Irrigatn	229,229	6,000	0	0	0	0	0	0



## 2007 - 2011 Capital Improvement Program Detail by Project

Fund\Program\Subfund\Project Title	Carryforward	2006	Five - Year Plan					Total 2007 - 2011
	Appropriation 2005	Projected Budget	2007 Planned	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b>Wastewater Fund</b>								
<b>Facilities - Storm Drain System Improvement</b>								
52657 New Ops Control Center-SDSI	0	0	0	0	0	0	309,175	309,175
52896 STM Central Facility Site Impr	1,189	-1,189	0	0	0	0	0	0
<b>Total</b>	<b>230,418</b>	<b>4,811</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>309,175</b>	<b>309,175</b>
<b>Operations Project - Sewer System Improvement</b>								
52577 Sewer Repairs & Replacement	0	0	960,930	2,119,070	463,640	2,997,000	3,091,750	9,632,390
52719 Sewer Replacement/Rehab-SSSI	525,835	524,933	0	0	0	0	0	0
52578 Sewer System Improvements	0	0	1,067,700	2,788,250	3,477,300	3,596,400	3,710,100	14,639,750
<b>Total</b>	<b>525,835</b>	<b>524,933</b>	<b>2,028,630</b>	<b>4,907,320</b>	<b>3,940,940</b>	<b>6,593,400</b>	<b>6,801,850</b>	<b>24,272,140</b>
<b>Operations Project - Storm Drain System Improvement</b>								
52570 Concrete Channel Rehab	0	0	2,135,400	2,230,600	2,318,200	2,397,600	2,473,400	11,555,200
<b>Total</b>	<b>0</b>	<b>0</b>	<b>2,135,400</b>	<b>2,230,600</b>	<b>2,318,200</b>	<b>2,397,600</b>	<b>2,473,400</b>	<b>11,555,200</b>
<b>Planning &amp; Management - Sewer Development</b>								
52662 CIP Program Mgmt-SSDV	0	0	520,536	625,046	593,220	577,427	817,114	3,133,344
52663 CIP Program Mgmt-SSDVLPR	0	0	41,230	94,584	252,234	319,324	216,659	924,032
52529 Wastewater Model -SSDV	0	100,000	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>100,000</b>	<b>561,766</b>	<b>719,631</b>	<b>845,454</b>	<b>896,752</b>	<b>1,033,773</b>	<b>4,057,376</b>
<b>Planning &amp; Management - Sewer System Improvement</b>								



## 2007 - 2011 Capital Improvement Program Detail by Project

Fund\Program\Subfund\Project Title	Carryforward	2006	Five - Year Plan					Total 2007 - 2011
	Appropriation 2005	Projected Budget	2007 Planned	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b>Wastewater Fund</b>								
<b>Planning &amp; Management - Sewer System Improvement</b>								
52661 CIP Program Mgmt-SSSI	0	0	224,294	310,515	504,467	871,010	854,255	2,764,541
52526 Wastewater Model-SSSI	0	100,000	0	0	0	0	0	0
52553 WWater Collection Svc Plan-SSSI	0	500,000	0	0	0	0	0	0
52552 WWater Utility Plan Update-SSSI	0	0	0	0	0	0	618,350	618,350
<b>Total</b>	<b>0</b>	<b>600,000</b>	<b>224,294</b>	<b>310,515</b>	<b>504,467</b>	<b>871,010</b>	<b>1,472,605</b>	<b>3,382,891</b>
<b>Planning &amp; Management - Storm Drain Development</b>								
52665 CIP Program Mgmt-SDDV	0	0	177,544	138,482	400,416	302,147	184,500	1,203,088
52551 Dam Safety Program-SDDV	0	0	0	0	0	0	0	0
52541 DEG & OM Manual-SDDV	0	177,500	0	0	0	0	0	0
52550 Lost Creek Study-SDDV	0	150,000	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>327,500</b>	<b>177,544</b>	<b>138,482</b>	<b>400,416</b>	<b>302,147</b>	<b>184,500</b>	<b>1,203,088</b>
<b>Planning &amp; Management - Storm Drain System Improvement</b>								
52664 CIP Program Mgmt-SDSI	0	0	458,584	690,083	679,855	1,106,636	1,319,884	4,255,042
52534 DEG & OM Manual-SDSI	0	177,500	0	0	0	0	0	0
52536 Flood Warning System-SDSI	0	50,000	0	0	0	0	0	0
52537 Flood Warning Syst-Wly Creek-SDSI	0	120,000	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>347,500</b>	<b>458,584</b>	<b>690,083</b>	<b>679,855</b>	<b>1,106,636</b>	<b>1,319,884</b>	<b>4,255,042</b>



## 2007 - 2011 Capital Improvement Program Detail by Project

Fund\Program\Subfund\Project Title	Carryforward	2006	Five - Year Plan					Total 2007 - 2011
	Appropriation 2005	Projected Budget	2007 Planned	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b>Wastewater Fund</b>								
<b>Storm Water - Storm Drain Development</b>								
52937 Aurora Reservoir Bypass-SDDV	590,911	-550,911	0	0	0	0	0	0
D5226 Bear Gulch Improvements	0	0	0	0	231,820	0	0	231,820
52892 Coal Creek Tributaries-SDDV	0	0	533,850	0	869,325	479,520	0	1,882,695
52729 Developer Cost Shares-SDDV	1,357,691	-200,000	854,160	892,240	927,280	959,040	989,360	4,622,080
52922 E Tollgate Crk Detention-SDDV	0	250,000	266,925	278,825	0	0	0	545,750
52646 E470 Corridor Reg Drain Impr-SDDV	1,999,730	2,000,000	2,135,400	1,115,300	2,086,380	599,400	618,350	6,554,830
52680 Fitzsimons Drainage Improvemnt-SDDV	0	629,086	0	0	0	449,550	0	449,550
52678 Granby/Sable Mstr Plan II-SDDV	0	90,000	0	0	0	0	0	0
52827 Irondale 1st&2nd CrkImp-SDDV	604,434	675,000	0	0	543,328	0	0	543,328
52542 Kings Pointe Drainage Improvmnt-SDDV	0	0	0	0	0	0	0	0
52574 Laredo/11th Ave Storm Sewer-SDDV	0	0	106,770	0	0	0	0	106,770
52681 Lowry 11th Ave Outfall-SDDV	0	230,000	0	0	0	0	0	0
52829 Quincy Reservoir Diversion-SDDV	92,072	0	0	0	0	0	0	0
D5265 Rockin Horse - Upper Piney Crk	0	0	0	0	0	2,397,600	0	2,397,600
52679 Sable Ditch Detention Pond-SDDV	0	129,853	0	0	0	0	0	0
52852 Upper Piney Crk & Tributaries-SDDV	72,365	0	0	0	0	0	0	0
<b>Total</b>	<b>4,717,203</b>	<b>3,253,028</b>	<b>3,897,105</b>	<b>2,286,365</b>	<b>4,658,133</b>	<b>4,885,110</b>	<b>1,607,710</b>	<b>17,334,423</b>

### Storm Water - Storm Drain System Improvement



## 2007 - 2011 Capital Improvement Program Detail by Project

Fund\Program\Subfund\Project Title	Carryforward	2006	Five - Year Plan					Total 2007 - 2011
	Appropriation 2005	Projected Budget	2007 Planned	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b>Wastewater Fund</b>								
<b>Storm Water - Storm Drain System Improvement</b>								
52568 54" Sewer Shop Crk Rehab	0	0	266,925	836,475	869,325	899,100	927,525	3,799,350
52532 6th & Havana Drainage Improvemnt-SDSI	0	200,000	106,770	0	0	0	0	106,770
52971 6th Avenue Outfall	0	120,000	0	0	0	0	0	0
D5233 Alameda Parkway Culvert @ City Center Par	0	0	0	0	0	1,198,800	494,680	1,693,480
52972 Altura-Montview Storm Sewer	349,907	0	106,770	0	0	0	0	106,770
52649 Aurora Reservoir Bypass-SDSI	200,000	-200,000	0	0	0	0	0	0
52973 Carson Pond Phase 3 Improvemnt	0	180,000	0	0	0	0	0	0
52533 City Center Outfall Rehab-SDSI	0	200,000	1,494,780	1,115,300	0	0	0	2,610,080
52647 Coal Creek Tributaries-SDSI	0	0	533,850	0	869,325	479,520	0	1,882,695
D5236 DelMar Storm Sewer-6th DelMar Circle S	0	0	0	0	463,640	0	0	463,640
D5237 Dillion Way Storm Sewer Ext to TilGate Cree	0	0	0	0	347,730	0	0	347,730
52772 Drainageway Landscaping-SDSI	124,894	0	0	0	0	0	0	0
52651 E Tollgate Crk Detention-SDSI	0	50,000	266,925	278,825	0	0	0	545,750
52535 Easterly Creek Outfall Improve-SDSI	0	200,000	0	0	579,550	0	0	579,550
52895 Fitzsimons Drainage Improvemnt-SDSI	441,931	200,000	0	0	0	449,550	0	449,550
52654 Granby Ditch Floodway Acq-SDSI	0	236,603	0	0	0	0	0	0
52572 Granby Ditch OSP Update	0	0	106,770	0	0	0	0	106,770
52970 Granby/Sable Mstr Plan II-SDSI	0	65,000	0	0	0	0	0	0



## 2007 - 2011 Capital Improvement Program Detail by Project

Fund\Program\Subfund\Project Title	Carryforward	2006	Five - Year Plan					Total 2007 - 2011
	Appropriation 2005	Projected Budget	2007 Planned	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b>Wastewater Fund</b>								
<b>Storm Water - Storm Drain System Improvement</b>								
52573 Havana Street Storm Sewer Impr 6th-4th	0	0	320,310	0	0	0	0	320,310
52977 Haven Acres Outfall	0	250,000	0	0	0	0	0	0
52538 Irondale 1st&2nd CrkImp-SDSI	0	225,000	0	0	181,109	0	0	181,109
52734 Landscape Drainage Ways-SDSI	106,502	-106,502	0	0	0	0	0	0
52575 Laredo/11th Ave Storm Sewer-SDSI	0	0	106,770	0	0	0	0	106,770
52539 Lower Westerly Imp-SDSI	0	200,000	0	0	0	1,198,800	1,236,700	2,435,500
52830 Lowry 11th Ave Outfall-SDSI	0	0	0	256,519	266,593	0	0	523,112
52736 Misc Storm Sewer Extensions-SDSI	434,662	-184,662	266,925	334,590	347,730	359,640	371,010	1,679,895
52652 Quincy Reservoir Diversion-SDSI	0	750,000	320,310	223,060	0	0	0	543,370
52923 Sable Ditch Detention Pond-SDSI	0	0	1,067,700	223,060	0	0	0	1,290,760
D5229 Sable/6th Ave Storm Sewer	0	0	0	278,825	0	0	0	278,825
52831 Sand Crk Erosion Control-SDSI	97,526	-97,526	640,620	1,115,300	0	0	0	1,755,920
52655 Sand Crk Floodway Acquisitn-SDSI	0	250,000	0	0	0	0	0	0
52540 Sand Crk Trib Ofll Sys-Moline/Colfax-SDSI	0	240,000	0	334,590	347,730	2,397,600	0	3,079,920
52579 Storm Drainage Repairs & Replacements	0	0	533,850	1,115,300	1,159,100	1,798,200	1,855,050	6,461,500
52580 Storm Drainage System Improvement	0	0	533,850	2,788,250	1,159,100	2,217,780	2,287,895	8,986,875
52650 Upper Piney Crk & Tributaries-SDSI	0	600,000	0	0	579,550	599,400	618,350	1,797,300
52648 Upper Senac TribStab/WtrQual-SDSI	0	1,282,000	0	0	0	1,438,560	0	1,438,560



## 2007 - 2011 Capital Improvement Program Detail by Project

Fund\Program\Subfund\Project Title	Carryforward	2006	Five - Year Plan					Total 2007 - 2011
	Appropriation 2005	Projected Budget	2007 Planned	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b>Wastewater Fund</b>								
<b>Storm Water - Storm Drain System Improvement</b>								
52815 Water Quality Improvements-SDSI	84,112	100,000	2,135,400	2,230,600	0	0	0	4,366,000
<b>Total</b>	<b>1,839,534</b>	<b>4,759,913</b>	<b>8,808,525</b>	<b>11,130,694</b>	<b>7,170,482</b>	<b>13,036,950</b>	<b>7,791,210</b>	<b>47,937,861</b>
<b>Total Wastewater Fund</b>	<b>25,290,403</b>	<b>17,607,734</b>	<b>29,090,565</b>	<b>54,407,496</b>	<b>53,963,778</b>	<b>50,506,367</b>	<b>34,952,996</b>	<b>222,921,202</b>



## 2007 - 2011 Capital Improvement Program Detail by Project

Fund\Program\Subfund\Project Title	Carryforward	2006	Five - Year Plan					Total 2007 - 2011
	Appropriation 2005	Projected Budget	2007 Planned	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b>Water Fund</b>								
<b>Developer Related Project - Water Development</b>								
52880 Picadilly Rd/Quincy/Hampden	0	-152,881	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>-152,881</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Developer Related Project - Water Development</b>								
W5215 38th Ave - Picadilly Rd to Gun Club	0	0	0	234,213	0	0	0	234,213
52715 40th Kalispell to Tower 16"-WADVLPR	203,210	-203,210	216,967	0	0	0	0	216,967
52839 56th & Himalaya:64th&Picadilly-WADVLPR	563,222	-563,222	0	0	652,831	0	0	652,831
W5216 56th Ave - Himalaya Rd to Gun Club Rd	0	0	0	0	486,822	0	0	486,822
52842 64th Ave/Picadilly-Gun Club Rd-WADVLPR	0	0	0	0	0	966,233	996,780	1,963,013
52982 64th Ave-Picadilly to Himalaya	210,000	0	0	0	0	0	0	0
52520 64th GClub-Pwgt/70th-WADVLPR	0	1,120,000	0	0	0	0	0	0
52562 Alameda Ave-Harvest Rd to Gun Club Rd	0	0	448,434	0	0	0	0	448,434
W5222 Alameda Ave-Picadilly Rd to Gun Club Rd	0	0	0	468,426	0	0	0	468,426
52782 Colfax: Picadilly Rd-Gun Club-WADVLPR	250,000	-250,000	266,925	0	0	0	0	266,925
W5230 Developer Funded Project Not Categorized	0	0	0	0	0	2,397,600	2,473,400	4,871,000
52629 GunClub/Colfax-64th/Picadilly-WADVLPR	1,796,000	-1,496,000	0	0	2,318,200	0	0	2,318,200
W5255 Harvest Rd & Colfax: 6th Ave to Gun Club	0	0	0	0	0	0	803,855	803,855
W5256 Harvest Rd: Colfax Ave to 48th Ave	0	0	0	0	0	0	779,121	779,121
52912 Harvest/Belleview E of Gunclub	247,747	0	0	0	0	0	0	0



## 2007 - 2011 Capital Improvement Program Detail by Project

Fund\Program\Subfund\Project Title	Carryforward	2006	Five - Year Plan					Total 2007 - 2011
	Appropriation 2005	Projected Budget	2007 Planned	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b>Water Fund</b>								
<b>Developer Related Project - Water Development</b>								
52521 Harvest/Miss/6th-WADVLPR	0	420,000	0	0	0	0	0	0
52913 Harvest/Orchard to Belleview	210,000	0	0	0	0	0	0	0
52677 Harvest/Orchard/Arap-WADVLPR	210,000	0	0	0	0	0	0	0
W5224 Himalaya Rd - 6th Ave to Colfax Ave	0	0	0	0	243,411	0	0	243,411
52986 Himalaya Rd-56th to 70th	368,000	-262,830	0	0	0	0	0	0
52840 Jewell:Gun Club/Pohaton-WADVLPR	266,000	-266,000	0	0	0	318,881	0	318,881
52943 Miss/Harvest-Gun Club/E Jewell	600,000	-180,000	0	0	0	0	0	0
52783 Oversize County Line Rd Line-WADVLPR	1,175,343	-1,175,343	0	0	0	0	0	0
W5226 Picadilly Rd - Miss/Jewell Ave/GunClub	0	0	0	0	446,254	0	0	446,254
52880 Picadilly Rd/Quincy/Hampden	152,881	0	0	0	0	0	0	0
W5220 Powhaton 6th Ave to 26th Ave	0	0	0	0	0	0	1,106,847	1,106,847
52522 Powhaton: Quincy/Belleview-WADVLPR	0	0	0	0	0	0	0	0
52945 Zone 7 Wtr on Arap Realigned	250,000	0	0	0	0	0	0	0
52523 Zone 8 Wtr Mn-Sky Hill/Pwht-WADVLPR	0	0	0	0	0	0	0	0
<b>Total</b>	<b>6,502,403</b>	<b>-2,856,605</b>	<b>932,326</b>	<b>702,639</b>	<b>4,147,517</b>	<b>3,682,714</b>	<b>6,160,003</b>	<b>15,625,199</b>
<b>Facilities - Water Development</b>								
W5290 Admin Space - WADV	0	0	0	0	1,448,875	1,498,500	0	2,947,375
W5270 Central Facility - WADV	0	0	0	0	3,767,075	0	0	3,767,075



## 2007 - 2011 Capital Improvement Program Detail by Project

Fund\Program\Subfund\Project Title	Carryforward	2006	Five - Year Plan					Total 2007 - 2011
	Appropriation 2005	Projected Budget	2007 Planned	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b>Water Fund</b>								
<b>Facilities - Water Development</b>								
52866 Griswold Zone 4 Pump Statn	0	0	0	0	0	599,400	0	599,400
52870 Kings Pointe Pump Sta Zo 7-WADV	1,065,284	-1,040,284	0	0	0	0	0	0
52671 Upper Sand Crk Plant-WADV	60,000	-60,000	0	0	0	0	0	0
52872 Water Plant Expan Wemlinger-WADV	40,576	-40,576	0	0	0	0	0	0
52908 Water Sewer Reuse-WADV	1,025,759	0	0	0	0	0	0	0
W5286 Wemlinger Mod - WADV	0	0	0	0	0	0	2,844,299	2,844,299
52611 Zone 3 Resvr/Pump St-WADV	250,000	-250,000	0	0	0	0	0	0
52873 Zone 4 & 5 Pump Station 17MG	0	0	0	0	0	599,400	0	599,400
52544 Zone 8 Pump Station-WADV	500,000	0	1,067,700	1,115,300	0	0	0	2,183,000
<b>Total</b>	<b>2,941,619</b>	<b>-1,390,860</b>	<b>1,067,700</b>	<b>1,115,300</b>	<b>5,215,950</b>	<b>2,697,300</b>	<b>2,844,299</b>	<b>12,940,549</b>
<b>Facilities - Water System Improvement</b>								
W5289 Admin Space-WASI	0	0	0	0	1,448,875	1,498,500	0	2,947,375
52698 Blending w/Griswold-WASI	0	0	0	0	0	0	0	0
W5269 Central Facility - WASI	0	0	0	0	3,767,075	0	0	3,767,075
52616 Griswold Wtr Plant Renov-WASI	0	0	53,385	278,825	0	1,198,800	0	1,531,010
52503 Kings Pointe Pump Sta Zo 7-WASI	0	25,000	0	0	0	0	0	0
52618 New Ops Control Center-WASI	150,000	-150,000	0	0	0	0	803,855	803,855
52934 Otero Pump Station Renov-WASI	471,133	-471,133	0	0	0	0	0	0



## 2007 - 2011 Capital Improvement Program Detail by Project

Fund\Program\Subfund\Project Title	Carryforward	2006	Five - Year Plan					Total 2007 - 2011
	Appropriation 2005	Projected Budget	2007 Planned	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b>Water Fund</b>								
<b>Facilities - Water System Improvement</b>								
52925 Remodel Building A - Central	26,757	-4,962	0	0	0	0	0	0
52672 Sand Crk Wtr Reuse Plant-WASI	500,000	-500,000	533,850	1,115,300	0	0	0	1,649,150
52805 South Area Operations Building-WASI	0	0	0	0	0	1,198,800	1,236,700	2,435,500
52924 South Maint Facility - FMP	197,800	-197,800	0	0	0	0	0	0
52995 Storage Bldg W Yard Water T&D	93,690	-93,690	0	0	0	0	0	0
52670 Upper Sand Crk Plant-WASI	90,000	-90,000	0	0	0	0	0	0
52881 Water Plant Expan Wemlinger-WASI	114,169	-114,169	0	0	0	0	0	0
52605 Water Sewer Reuse Plan-WASI	0	500,000	0	0	0	0	0	0
W5285 Wemlinger Mod - WASI	0	0	0	0	0	0	7,690,143	7,690,143
52610 Zone 3 Resvr/Pump St-WASI	750,000	-750,000	0	0	0	0	0	0
52615 Zone 5 SmokeyHill Pmp St-WASI	864,000	-864,000	0	0	0	0	0	0
52510 Zone 7 Pump Station-WASI	0	0	2,135,400	3,345,900	0	0	0	5,481,300
52566 Zone 8 Pump Station-WASI	0	0	1,067,700	1,115,300	0	0	0	2,183,000
<b>Total</b>	<b>3,257,549</b>	<b>-2,710,754</b>	<b>3,790,335</b>	<b>5,855,325</b>	<b>5,215,950</b>	<b>3,896,100</b>	<b>9,730,698</b>	<b>28,488,408</b>
<b>Land &amp; Water Acquisition - Water Development</b>								
52949 Denver Basin Adjunction	227,144	-227,144	0	0	0	0	0	0
52622 Lower SP Water Rights Acq - WADV	5,000,000	-797,975	7,510,981	7,500,000	9,000,000	1,929,698	20,625,621	46,566,300
52560 PWP Non-Core Land WADV	0	0	12,027,350	0	0	0	0	12,027,350



## 2007 - 2011 Capital Improvement Program Detail by Project

Fund\Program\Subfund\Project Title	Carryforward	2006	Five - Year Plan					Total 2007 - 2011
	Appropriation 2005	Projected Budget	2007 Planned	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b><u>Water Fund</u></b>								
<b>Land &amp; Water Acquisition - Water Development</b>								
52990 Reuse Reservoir Land Acq-WADV	2,000,000	-1,500,000	1,067,700	557,650	0	0	0	1,625,350
52991 Rocky Ford II-WADV	470,189	345,000	544,527	401,508	417,276	179,820	185,505	1,728,636
52710 Water Acquisition-WADV	-121,907	121,907	0	0	0	0	0	0
<b>Total</b>	<b>7,575,426</b>	<b>-2,058,212</b>	<b>21,150,558</b>	<b>8,459,158</b>	<b>9,417,276</b>	<b>2,109,518</b>	<b>20,811,126</b>	<b>61,947,636</b>
<b>Land &amp; Water Acquisition - Water System Improvement</b>								
52505 Lower SP Water Rights Acq-WASI	5,000,000	-3,599,325	2,503,660	2,500,000	3,000,000	643,233	6,875,206	15,522,099
52559 PWP Non-Core Land WASI	0	0	12,027,350	0	0	0	0	12,027,350
52508 Rocky Ford II-WASI	0	230,000	363,018	267,672	278,184	119,880	123,670	1,152,424
52600 Water Acquisition-WASI	681,348	0	0	0	0	0	0	0
<b>Total</b>	<b>5,681,348</b>	<b>-3,369,325</b>	<b>14,894,028</b>	<b>2,767,672</b>	<b>3,278,184</b>	<b>763,113</b>	<b>6,998,876</b>	<b>28,701,873</b>
<b>Operations Project - Water Development</b>								
52511 3"-6" Meter Change Out-WADV	0	250,000	266,925	278,825	289,775	299,700	154,588	1,289,813
52515 EBend/Powhaton PS Upgrade-WADV	0	25,000	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>275,000</b>	<b>266,925</b>	<b>278,825</b>	<b>289,775</b>	<b>299,700</b>	<b>154,588</b>	<b>1,289,813</b>
<b>Operations Project - Water System Improvement</b>								
52695 3"-6" Meter Change Out-WASI	0	250,000	266,925	278,825	289,775	299,700	154,588	1,289,813
52800 54" Raw Water Line-WASI	598,190	0	213,540	0	637,505	0	0	851,045



## 2007 - 2011 Capital Improvement Program Detail by Project

Fund\Program\Subfund\Project Title	Carryforward	2006	Five - Year Plan					Total 2007 - 2011
	Appropriation 2005	Projected Budget	2007 Planned	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b>Water Fund</b>								
<b>Operations Project - Water System Improvement</b>								
52561 66" Line Replacement-WASI	0	0	640,620	0	0	0	0	640,620
52768 Automated Meter Reading System-WASI	166,711	1,653,000	1,766,099	1,911,173	1,949,518	0	0	5,626,789
52500 EBend Powhaton PS Upgrade-WASI	0	25,000	0	0	0	0	0	0
<b>Total</b>	<b>764,901</b>	<b>1,928,000</b>	<b>2,887,184</b>	<b>2,189,998</b>	<b>2,876,798</b>	<b>299,700</b>	<b>154,588</b>	<b>8,408,267</b>
<b>Other Water Resources - Water Development</b>								
52700 Homestake/Eagle River Project-WADV	1,103,437	-971,562	427,080	446,120	1,000,000	1,000,001	1,000,001	3,873,201
52953 IRP - Development	276,838	-76,838	0	0	0	0	0	0
52859 Lawn Irr Return Flows-WADV	1,176,702	0	0	0	0	0	0	0
52792 Water Resources Strategic Plan-WADV	233,819	-233,819	0	0	0	0	0	0
<b>Total</b>	<b>2,790,796</b>	<b>-1,282,219</b>	<b>427,080</b>	<b>446,120</b>	<b>1,000,000</b>	<b>1,000,001</b>	<b>1,000,001</b>	<b>3,873,201</b>
<b>Other Water Resources - Water System Improvement</b>								
52948 Busk-Ivanhoe Project	300,000	-300,000	0	0	0	0	0	0
52999 Homestake/Pueblo Ditch Acq	2,000,000	-2,000,000	0	2,230,600	2,318,200	2,397,600	2,473,400	9,419,800
52628 Homestake/Turquoise ContRenew-WASI	100,000	0	0	0	0	0	618,350	618,350
52952 IRP - System Improvements	78,835	-28,835	0	0	0	0	0	0
52603 Lawn Irr Return Flows-WASI	250,000	0	0	0	0	0	0	0



## 2007 - 2011 Capital Improvement Program Detail by Project

Fund\Program\Subfund\Project Title	Carryforward	2006	Five - Year Plan					Total 2007 - 2011
	Appropriation 2005	Projected Budget	2007 Planned	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b>Water Fund</b>								
<b>Other Water Resources - Water System Improvement</b>								
52807 Watershed Protection Program-WASI	786,911	100,000	0	0	115,910	119,880	123,670	359,460
<b>Total</b>	<b>3,515,746</b>	<b>-2,228,835</b>	<b>0</b>	<b>2,230,600</b>	<b>2,434,110</b>	<b>2,517,480</b>	<b>3,215,420</b>	<b>10,397,610</b>
<b>Planning &amp; Management - Water Development</b>								
52512 Asset Mgmt Syst & Implmt-WADV	0	0	533,850	836,475	579,550	299,700	0	2,249,575
52634 CIP Deferred Other - WADV	0	0	0	0	0	0	902,103	902,103
52631 CIP Program Mgmt-WADV	0	543,000	715,787	913,929	1,131,264	1,206,471	1,090,952	5,058,404
52632 CIP Program Mgmt-WADVLPR	0	177,000	29,629	21,259	29,639	117,528	146,352	344,407
52675 Water Dist Master Plan-WADV	49,815	0	0	0	0	0	0	0
<b>Total</b>	<b>49,815</b>	<b>720,000</b>	<b>1,279,266</b>	<b>1,771,663</b>	<b>1,740,454</b>	<b>1,623,699</b>	<b>2,139,407</b>	<b>8,554,488</b>
<b>Planning &amp; Management - Water System Improvement</b>								
52696 Asset Mgmt Syst & Implmt-WASI	0	0	533,850	836,475	579,550	299,700	0	2,249,575
W5300 CIP Deferred Other - WASI	0	0	0	0	0	0	601,401	601,401
52630 CIP Program Mgmt-WASI	0	2,853,000	1,156,629	1,542,614	1,700,076	2,770,252	2,957,754	10,127,325
52918 Util Bill App/Hardware-Water	19,100	-19,100	0	0	0	0	0	0
52620 Water Dist Master Plan-WASI	25,098	70,000	0	111,530	0	119,880	0	231,410
<b>Total</b>	<b>44,198</b>	<b>2,903,900</b>	<b>1,690,479</b>	<b>2,490,619</b>	<b>2,279,626</b>	<b>3,189,832</b>	<b>3,559,155</b>	<b>13,209,711</b>



## 2007 - 2011 Capital Improvement Program Detail by Project

Fund\Program\Subfund\Project Title	Carryforward	2006	Five - Year Plan					Total 2007 - 2011
	Appropriation 2005	Projected Budget	2007 Planned	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b>Water Fund</b>								
<b>Prairie Waters Project - Water Development</b>								
W5288 PWP - ARWPF Access Road - WADV	0	0	5,814,499	0	0	0	0	5,814,499
52693 PWP - ARWPF Utility Corridor - WADV	0	0	16,414,169	31,666,426	31,124,306	20,299,736	0	99,504,637
W5280 PWP - Conv Pipeln Seg 1 - WADV	0	0	0	9,056,292	22,826,642	1,340,491	0	33,223,425
52694 PWP - Conv Pipeln Seg 2 - WADV	0	0	0	3,904,093	20,917,947	1,265,677	0	26,087,718
W5281 PWP - Conv Pipeln Seg 3 - WADV	0	0	0	105,215	17,361,482	1,738,816	0	19,205,513
52691 PWP - Convey Sys Trench Crossing-WADV	0	0	528,587	28,574,782	4,885,697	0	0	33,989,067
W5284 PWP - North Campus - WADV	0	0	1,880,559	20,189,546	7,611,752	839,708	0	30,521,565
W5291 PWP - Program Management-WADV	0	0	4,172,155	5,009,524	7,150,921	5,696,683	0	22,029,284
W5278 PWP - Pump Stations123 - WADV	0	0	557,158	12,075,381	22,685,503	3,398,757	0	38,716,799
52519 PWP Admin/Legal - WADV	6,480,000	20,653,650	0	0	0	0	0	0
52996 PWP ARWPF - WADV	3	17,894,843	0	0	0	0	0	0
52524 PWP CIP Deferred -WADV	0	-1,365,480	-13,702,301	-5,476,861	-6,374,939	-5,220,304	0	-30,774,405
52518 PWP Land Acquisition - WADV	0	14,180,209	2,489,375	0	0	0	0	2,489,375
52514 PWP Unrestricted Funding - WADV	0	0	1,548,860	7,739,189	9,968,026	2,426,298	0	21,682,373
W5298 PWP-Zone4 Tanks/Zone 5 PS - WADV	0	0	0	0	3,109,252	2,362,738	0	5,471,990
Total	6,480,003	51,363,222	19,703,060	112,843,588	141,266,590	34,148,601	0	307,961,839
<b>Prairie Waters Project - Water System Improvement</b>								
W5287 PWP - ARWPF Access Road - WASI	0	0	8,721,748	0	0	0	0	8,721,748



## 2007 - 2011 Capital Improvement Program Detail by Project

Fund\Program\Subfund\Project Title	Carryforward	2006	Five - Year Plan					Total 2007 - 2011
	Appropriation 2005	Projected Budget	2007 Planned	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b>Water Fund</b>								
<b>Prairie Waters Project - Water System Improvement</b>								
52687 PWP - ARWPF Utility Cooridor - WASI	0	0	24,621,252	47,499,640	46,686,459	30,449,604	0	149,256,955
W5279 PWP - Conv Pipeln Seg 1 - WASI	0	0	0	13,584,438	34,239,964	2,010,735	0	49,835,136
52688 PWP - Conv Pipeln Seg 2 - WASI	0	0	0	5,856,140	31,376,920	1,898,517	0	39,131,578
W5282 PWP - Conv Pipeln Seg 3 - WASI	0	0	0	157,823	26,042,223	2,608,224	0	28,808,270
52685 PWP - Convey Sys Trench Crossing-WASI	0	0	792,880	42,862,173	7,328,544	0	0	50,983,598
W5283 PWP - North Campus - WASI	0	0	2,820,840	30,284,320	11,417,626	1,259,562	0	45,782,348
W5292 PWP - Program Management-WASI	0	0	6,258,234	7,514,286	10,726,382	8,545,025	0	33,043,927
W5277 PWP - Pump Stations123 - WASI	0	0	835,737	18,113,072	34,028,255	5,098,137	0	58,075,201
52617 PWP ARWPF-WASI	384,269	44,019,901	0	0	0	0	0	0
52633 PWP CIP Deferred-WASI	0	-25,382,176	-20,553,451	-8,215,291	-9,562,409	-7,830,456	0	-46,161,608
52684 PWP Land Acquisition-WASI	644,797	13,535,412	2,489,375	0	0	0	0	2,489,375
52606 PWP Planning/Engr-WASI	7,667,329	55,841,350	0	0	0	0	0	0
52699 PWP UnretRICTed Funding-WASI	0	0	2,323,284	11,608,781	14,952,040	3,639,444	0	32,523,549
W5297 PWP-Zone4 Tanks/Zone 5 PS - WASI	0	0	0	0	4,663,879	3,544,107	0	8,207,986
Total	8,696,395	88,014,487	28,309,898	169,265,382	211,899,884	51,222,899	0	460,698,062
<b>Raw Water Operations - Water Development</b>								
52957 New Wells - Development	1,902,587	-1,902,587	0	0	0	0	0	0
52988 Piney Crk Non-Potable Irr	500,000	-500,000	0	0	0	0	0	0



## 2007 - 2011 Capital Improvement Program Detail by Project

Fund\Program\Subfund\Project Title	Carryforward	2006	Five - Year Plan					Total 2007 - 2011
	Appropriation 2005	Projected Budget	2007 Planned	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b>Water Fund</b>								
<b>Raw Water Operations - Water Development</b>								
52621 Rampart Delivery Syst-WADV	2,500,000	0	2,466,387	5,938,973	0	0	0	8,405,360
52517 Redrill Wells-WADV	0	0	0	0	0	0	0	0
<b>Total</b>	<b>4,902,587</b>	<b>-2,402,587</b>	<b>2,466,387</b>	<b>5,938,973</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,405,360</b>
<b>Raw Water Operations - Water System Improvement</b>								
52669 Homestake Capital Projects-WASI	45,419	500,000	1,601,550	557,650	579,550	599,400	618,350	3,956,500
52950 Homestake Channel Improvements	500,000	-500,000	106,770	557,650	579,550	599,400	618,350	2,461,720
52951 Homestake Channel Repair	239,685	-212,086	226,444	0	0	0	0	226,444
52625 Jefferson Lake-WASI	50,000	-50,000	0	55,765	289,775	0	0	345,540
52914 PAC System-Quincy Pump Station	300,000	-300,000	0	0	0	0	0	0
52947 Rampart Delivery Syst-WASI	2,186,803	0	5,007,513	11,905,828	0	0	0	16,913,341
52959 Raw Water Maintenance	580,000	0	266,925	278,825	289,775	299,700	309,175	1,444,400
52956 Redrill Wells-WASI	642,255	-642,255	0	0	0	0	0	0
52545 Spinney Mtn Pressure Relie-WASI	80,000	-80,000	229,556	0	0	0	0	229,556
<b>Total</b>	<b>4,624,162</b>	<b>-1,284,341</b>	<b>7,438,758</b>	<b>13,355,718</b>	<b>1,738,650</b>	<b>1,498,500</b>	<b>1,545,875</b>	<b>25,577,500</b>
<b>Storage - Water Development</b>								
52513 Aurora Gravel Lakes Sites - WADV	0	0	0	0	0	0	0	0
52904 Box Creek Reservoir-WADV	612,182	-112,182	200,000	200,000	391,196	404,595	417,386	1,613,178



## 2007 - 2011 Capital Improvement Program Detail by Project

Fund\Program\Subfund\Project Title	Carryforward	2006	Five - Year Plan					Total 2007 - 2011
	Appropriation 2005	Projected Budget	2007 Planned	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b>Water Fund</b>								
<b>Storage - Water Development</b>								
52608 East Reservoir-WADV	1,000,000	-1,000,000	0	0	0	3,596,400	4,946,800	8,543,200
52906 Gravel Pit Storage Ark-WADV	590,000	0	0	0	0	0	0	0
52905 Gravel Pit Storage SP - WADV	7,974,850	-7,953,813	0	0	0	0	0	0
52557 Lower SP Storage-WADV	0	5,841,576	8,099,792	486,605	1,183,857	1,929,698	61,876,857	73,576,809
52938 Upper SP Storage/SPCUP-WADV	300,000	-300,000	240,233	334,590	347,730	449,550	463,763	1,835,866
Total	10,477,032	-3,524,419	8,540,025	1,021,195	1,922,783	6,380,243	67,704,806	85,569,053
<b>Storage - Water System Improvement</b>								
52697 Aurora Gravel Lakes Sites-WASI	0	0	0	0	0	0	0	0
52563 Box Creek Reservoir-WASI	0	0	200,000	200,000	391,196	404,595	417,386	1,613,178
52623 Columbine Reservoir Diligence-WASI	250,000	-200,000	0	0	57,955	0	0	57,955
52609 East Reservoir-WASI	0	0	0	0	0	3,596,400	4,946,800	8,543,200
52601 Gravel Pit Storage Ark-WASI	100,000	100,000	1,067,700	1,115,300	2,318,200	4,795,200	3,710,100	13,006,500
52607 Gravel Pit Storage SP-WASI	17,227,500	-5,870,657	0	0	0	0	0	0
52556 Lower SP Storage-WASI	0	1,947,192	2,699,931	162,201	394,619	643,233	20,625,618	24,525,603
52602 Upper SP Storage-WASI	500,000	-500,000	80,078	111,530	115,910	149,850	154,588	611,956
Total	18,077,500	-4,523,465	4,047,709	1,589,031	3,277,880	9,589,278	29,854,492	48,358,391



## 2007 - 2011 Capital Improvement Program Detail by Project

Fund\Program\Subfund\Project Title	Carryforward	2006	Five - Year Plan					Total 2007 - 2011
	Appropriation 2005	Projected Budget	2007 Planned	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b>Water Fund</b>								
<b>Transmission &amp; Distribution - Water Development</b>								
W5266 4 Miles Pipe from Jewel to I-70 from Z3 Res	0	0	0	0	0	0	2,473,400	2,473,400
52876 6th Ave/Gun Club to Powhaton	336,151	0	0	0	0	0	0	0
52781 6th Ave/Himalaya/Gun Club-WADV	577,120	0	0	0	0	0	0	0
W5218 70th Ave - Himalaya Rd to Gun Club Rd	0	0	0	0	486,822	0	0	486,822
52855 City Oversizing Cost-WADV	278,425	250,000	0	0	0	0	0	0
W5219 Colfax Ave - Harvest Rd to Powhaton Rd	0	0	0	0	0	503,496	0	503,496
52612 GunClub Zone 6 3rd Pump-WADV	250,000	-139,100	0	0	0	0	0	0
52711 Picadilly/32nd/64th Himal 24f-WADV	2,755,934	1,500,000	0	0	0	0	0	0
52916 Potomac/Mississippi-Colfax-WADV	360,132	-360,132	0	0	0	0	0	0
52910 Powhaton Rd-Smoky Hill to Arapahoe Rd	1,025,000	0	0	0	0	0	0	0
W5206 Powhaton Water Lines from ARWPF - WAC	0	0	0	0	0	1,198,800	1,236,700	2,435,500
52992 Sand Crk Parkway	259,828	-200,124	0	0	0	0	0	0
52944 Zone 5 Resvr Kings Pointe-WADV	1,500,000	-1,500,000	0	0	0	0	1,855,050	1,855,050
W5268 Zone 5 Waterline - Quincy to Yale - WADV	0	0	0	2,788,250	0	0	0	2,788,250
52547 Zone 7 Orchard/Pow/Aurora Pkwy-WADV	407,500	-370,000	3,736,950	0	0	0	0	3,736,950
52861 Zone 7 Powhaton Rd/Reservoir-WADV	1,730,182	-1,400,000	0	0	0	0	0	0
<b>Total</b>	<b>9,480,272</b>	<b>-2,219,356</b>	<b>3,736,950</b>	<b>2,788,250</b>	<b>486,822</b>	<b>1,702,296</b>	<b>5,565,150</b>	<b>14,279,468</b>

### Transmission & Distribution - Water System Improvement



## 2007 - 2011 Capital Improvement Program Detail by Project

Fund\Program\Subfund\Project Title	Carryforward	2006	Five - Year Plan					Total 2007 - 2011
	Appropriation 2005	Projected Budget	2007 Planned	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b>Water Fund</b>								
<b>Transmission &amp; Distribution - Water System Improvement</b>								
52801 Aurora Reservoir Aeration-WASI	806,823	-646,823	0	0	0	0	0	0
52936 Aurora Reservoir Bypass-WASI	819,122	-819,122	0	0	0	0	0	0
52619 City Oversizing Cost-WASI	250,000	250,000	0	0	0	0	0	0
52502 GunClub Rd: Jewell to Miss-WASI	0	255,000	1,863,137	0	0	0	0	1,863,137
52501 GunClub Rd: Miss to Colfax-WASI	0	0	0	223,060	1,159,100	0	0	1,382,160
52613 GunClub Zone 6 3rd Pump-WASI	200,307	-78,967	0	0	0	0	0	0
52954 Line Replacement	638,209	1,200,000	2,669,250	2,788,250	3,477,300	3,596,400	4,946,800	17,478,000
52932 Misc Transmission Mains-WASI	679,800	725,000	533,850	557,650	579,550	599,400	618,350	2,888,800
52917 Potomac/Mississippi-Colfax-WASI	457,574	-457,574	0	0	0	0	0	0
W5245 Powhaton Water Lines from ARWPF-WASI	0	0	0	0	0	3,596,400	3,710,100	7,306,500
W5213 Powhaton Yale/Alameda - WASI	0	0	0	1,115,300	2,318,200	0	0	3,433,500
52507 Powhaton: Quincy/Belleview-WASI	0	0	0	0	0	0	0	0
52543 PRV Improvement Project-WASI	675,000	0	0	0	0	0	0	0
52506 Quincy PA VFD Install-WASI	0	80,000	0	0	0	0	0	0
52674 SCADA System Improvements - WASI	1,770,537	1,000,000	854,160	892,240	173,865	179,820	1,236,700	3,336,785
52676 Susp Bridge Parker Repaint-WASI	298,781	0	0	0	0	0	0	0
52902 Water System Security	846,228	0	0	0	0	0	0	0
52614 Zone 5 Resvr Kings Pointe-WASI	369,401	0	0	0	0	0	1,398,212	1,398,212



## 2007 - 2011 Capital Improvement Program Detail by Project

Fund\Program\Subfund\Project Title	Carryforward	2006	Five - Year Plan					Total 2007 - 2011
	Appropriation 2005	Projected Budget	2007 Planned	2008 Planned	2009 Planned	2010 Planned	2011 Planned	
<b>Water Fund</b>								
<b>Transmission &amp; Distribution - Water System Improvement</b>								
52993 Zone 5 Trt Wtr Stor-Aur Resvr-WASI	9,534,908	-8,300,000	8,861,910	0	0	0	0	8,861,910
W5267 Zone 5 Waterline - Quincy to Yale - WASI	0	0	0	2,788,250	0	0	0	2,788,250
52546 Zone 7 Orchard/Powhaton/Aurora Pkw-WASI	407,500	-370,000	0	0	0	0	0	0
<b>Total</b>	<b>17,754,190</b>	<b>-7,162,486</b>	<b>14,782,307</b>	<b>8,364,750</b>	<b>7,708,015</b>	<b>7,972,020</b>	<b>11,910,162</b>	<b>50,737,254</b>
<b>Total Water Fund</b>	<b>113,615,942</b>	<b>108,038,264</b>	<b>137,410,975</b>	<b>343,474,804</b>	<b>406,196,264</b>	<b>134,592,992</b>	<b>173,348,646</b>	<b>1,195,023,681</b>
<b>TOTAL AURORA WATER</b>	<b>138,906,345</b>	<b>125,645,998</b>	<b>166,501,540</b>	<b>397,882,300</b>	<b>460,160,042</b>	<b>185,099,359</b>	<b>208,301,642</b>	<b>1,417,944,883</b>

A large, light gray watermark of the Aurora logo is centered in the background. It features a circular border containing a stylized sunburst or starburst design. Below the sunburst is a horizontal band with three stars, and at the bottom, the word "AURORA" is written in a serif font.

# **UNFUNDED NEEDS**



## **Unfunded Needs Overview**

This section provides a brief list of potential additions to the budget, which cannot be funded within available revenues. This list includes \$9.5 million in unfunded needs, including 68.0 FTE. The items include numerous service needs that probably will require additional funding sometime in the next few years.

Much of the list is associated with budget cuts that occurred between 2001 and 2006. The overall impact of these budget reductions is a decline in both the quantity and quality of services offered by the City. With the City's population 21,000 persons higher than in 2001, staff in all departments is stretched thin and many valued services (such as street maintenance, neighborhood support, and the second language program) were reduced or eliminated. Staffing in many departments remains below 2001 levels. In addition, extension of some services to newly-developed areas of the City has been significantly delayed.

Since it is highly unlikely that high levels of growth in sales tax and other existing revenue sources will persist over the next five years, funding for these items is primarily dependent on the future availability of new revenue sources.

## General Fund Unfunded Needs List

### City Council

Title	2007			
	FTE	Budget	Revenue	Net
Full Restoration of Council Contingency	0.00	54,384	0	54,384
Restoration of Previously Cut Dues and Supplies	0.00	14,100	0	14,100
Restore City Council Professional Services and Supplies Cut from 2004	0.00	45,000	0	45,000
Restore City Council Training and Conferences Budget	0.00	27,860	0	27,860
<b>City Council Total</b>	<b>0.00</b>	<b>141,344</b>	<b>0</b>	<b>141,344</b>

### Development Services

Title	2007			
	FTE	Budget	Revenue	Net
Restore Professional Services Budget Reduction	0.00	33,000	0	33,000
Urban Renewal Project Manager	1.00	84,000	0	84,000
<b>Development Services Total</b>	<b>1.00</b>	<b>117,000</b>	<b>0</b>	<b>117,000</b>

### Finance

Title	2007			
	FTE	Budget	Revenue	Net
Accountant to Staff Internal Controls Group	1.00	75,342	0	75,342
<b>Finance Total</b>	<b>1.00</b>	<b>75,342</b>	<b>0</b>	<b>75,342</b>

## General Fund Unfunded Needs List

### Fire

Title	2007			
	FTE	Budget	Revenue	Net
Fifth Aerial Truck Company	15.00	1,078,206	0	1,078,206
Restore Capital Equipment Funding	0.00	60,950	0	60,950
Restore Fire Department Staffing Officer Position	1.00	101,051	0	101,051
Restore Training Clerical Position	1.00	44,658	0	44,658
Staff Fire Public Education Program	2.00	174,120	0	174,120
<b>Fire Total</b>	<b>19.00</b>	<b>1,458,985</b>	<b>0</b>	<b>1,458,985</b>

### General Management

Title	2007			
	FTE	Budget	Revenue	Net
Additional Funding for Fleet Vehicle Replacements	0.00	500,000	0	500,000
Facilities Supply Specialist	1.00	53,984	0	53,984
Restore Reduced Employee Training	0.00	5,000	0	5,000
Restore Reduced Temporary Salaries	0.00	20,000	0	20,000
<b>General Management Total</b>	<b>1.00</b>	<b>578,984</b>	<b>0</b>	<b>578,984</b>

### Human Resources

Title	2007			
	FTE	Budget	Revenue	Net
Restore Funding for Advertising Expenses	0.00	10,000	0	10,000
Restore Funding to the Employee Suggestion Program	0.00	7,500	0	7,500

## General Fund Unfunded Needs List

### Human Resources

Title	2007			
	FTE	Budget	Revenue	Net
Restore Skills Reimbursement Program	0.00	30,000	0	30,000
<b>Human Resources Total</b>	<b>0.00</b>	<b>47,500</b>	<b>0</b>	<b>47,500</b>

### Information Technology

Title	2007			
	FTE	Budget	Revenue	Net
Restore Consulting Services	0.00	45,000	0	45,000
Restore Overtime Budget Reduced in 2004	0.00	10,000	0	10,000
Restore Previously Eliminated Webmaster	1.00	75,000	0	75,000
<b>Information Technology Total</b>	<b>1.00</b>	<b>130,000</b>	<b>0</b>	<b>130,000</b>

### Library, Rec & Cultural Svcs

Title	2007			
	FTE	Budget	Revenue	Net
Accelerated Restoration of the 500K in Bookstock Funding Cuts.	0.00	150,000	0	150,000
Add Librarian to Collection Development Area.	1.00	54,184	0	54,184
Convert .5 Temporary Library Liaison to 1.0 Librarian I.	1.00	19,684	0	19,684
Replace Pottery Kiln at Bicentennial Art Center.	0.00	27,000	0	27,000
Replace Showagon Signage.	0.00	8,000	0	8,000
Restore 2.0 Vacant FTE - Library Clerk and Data Entry Clerk	0.00	63,905	0	63,905
Restore Library Full Time Positions.	3.00	117,133	0	117,133

## General Fund Unfunded Needs List

### Library, Rec & Cultural Svcs

Title	2007			
	FTE	Budget	Revenue	Net
Restore Operation of Second Mobile Playground.	0.00	48,000	0	48,000
Restore Past Reduction in Supplies for Recreation Administration	0.00	17,000	0	17,000
Restore Past Reduction in Travel and Training	0.00	12,000	0	12,000
Restore Recreation Specialist to Adult Sports Area.	0.00	61,027	0	61,027
Restore Various Equipment Repair and Maintenance Cuts	0.00	50,000	0	50,000
<b>Library, Rec &amp; Cultural Svcs Total</b>	<b>5.00</b>	<b>627,933</b>	<b>0</b>	<b>627,933</b>

### Neighborhood Services

Title	2007			
	FTE	Budget	Revenue	Net
Add Two Neighborhood Liaisons	2.00	150,000	0	150,000
Increase Weekend Code Enforcement Coverage	4.00	343,254	0	343,254
Reinstate Budget for Original Aurora Renewal	0.00	31,548	0	31,548
Reinstate Community Relations Budget	1.50	97,641	0	97,641
Reinstate Neighborhood Support Services	0.00	9,000	0	9,000
Reinstate Senior Admin Clerk in Animal Care	1.00	38,321	0	38,321
Reinstate Two Neighborhood Liaisons to the General Fund	2.00	150,000	0	150,000
<b>Neighborhood Services Total</b>	<b>10.50</b>	<b>819,764</b>	<b>0</b>	<b>819,764</b>

# General Fund Unfunded Needs List

## Non-Departmental

Title	2007			
	FTE	Budget	Revenue	Net
Increase CPF transfer by 0.5 percent	0.00	1,025,000	0	1,025,000
Marathon Support	0.00	30,000	0	30,000
Restore City Payment of Supervisor Dental Premiums	0.00	119,060	0	119,060
<b>Non-Departmental Total</b>	<b>0.00</b>	<b>1,174,060</b>	<b>0</b>	<b>1,174,060</b>

## Parks & Open Space

Title	2007			
	FTE	Budget	Revenue	Net
Conversion of a Contract Landscape Architect to a Regular FTE	1.00	65,094	0	65,094
Forestry - Reinststate Temporary Salaries, Overtime Pay , Crew Leader FTE, Maintenance FTE, and Tree Planting Cut Over The Past Three Years	2.00	238,600	0	238,600
Fully Restore OSNR Cuts from 2003 Including Equipment Reductions, and Temporary Salaries	0.00	49,200	0	49,200
New Medians: Funding for Operations & Maintenance of 6.5 Miles of New Medians	1.00	100,945	0	100,945
Parks O&M - Fully Restore Temporary Salaries and Technical Services	0.00	575,000	0	575,000
Restoration of a Parks Ranger Position	1.00	61,564	0	61,564
Restore 1 FTE For Aurora Sports Park Parks Maintenance Superintendent	1.00	84,500	0	84,500
Restore Flowerbeds	3.00	276,000	0	276,000
Restore Various Operations & Management Reductions Including 2.0 FTE	2.00	455,000	0	455,000

# General Fund Unfunded Needs List

## Parks & Open Space

Title	2007			
	FTE	Budget	Revenue	Net
Parks & Open Space Total	11.00	1,905,903	0	1,905,903

## Planning

Title	2007			
	FTE	Budget	Revenue	Net
Fully Restore Training and Conference Participation	0.00	17,950	0	17,950
Restore Administrative Assistant Position	1.00	42,569	0	42,569
Restore Administrative Technician in Comprehensive Planning Division	0.00	40,212	0	40,212
Restore Consultant Use and Supplies Reduced in Prior Years	0.00	86,027	0	86,027
Restore Earlier Reduction in Environmental Response Budget	0.00	25,000	0	25,000
Restore Eliminated Planner II Position	0.00	64,085	0	64,085
Restore Supplies, Business Meetings, Dues and Subscriptions, and Printing Costs	0.00	24,883	0	24,883
Planning Total	1.00	300,726	0	300,726

## Police

Title	2007			
	FTE	Budget	Revenue	Net
Add 4 Police Report Clerk for District 1 and District 3	4.00	188,227	0	188,227
Add Additional Overtime Budget	0.00	150,000	0	150,000
Add Operating Appropriation for Taser Cartridge Replacement	0.00	30,000	0	30,000

# General Fund Unfunded Needs List

## Police

Title	2007			
	FTE	Budget	Revenue	Net
Convert 2 Part-Time GON FTE to Regular Part-Time FTE	1.00	45,864	0	45,864
Convert Part-Time Temporary Interpreter to Part Time FTE	0.50	27,697	0	27,697
Replace current polygraph with Computerized Polygraph	0.00	9,000	0	9,000
Restore 2 Property Technicians	2.00	111,233	0	111,233
Restore Administrative Technician	1.00	52,368	0	52,368
Restore Citizen and Senior Police Academies	0.00	5,000	0	5,000
Restore Safety Village Program	0.00	7,000	0	7,000
Restore Two Additional Police Report Clerks	2.00	104,730	0	104,730
Restore Undercover Funding	0.00	50,000	0	50,000
Upgrade AVID Computer System in the Crime Lab Section	0.00	10,000	0	10,000
<b>Police Total</b>	<b>10.50</b>	<b>791,119</b>	<b>0</b>	<b>791,119</b>

## Public Defender

Title	2007			
	FTE	Budget	Revenue	Net
Reinstate Prior Years Cuts in Professional Services, Meetings, Training, Staffing and General Operating Supplies.	0.00	41,031	0	41,031
<b>Public Defender Total</b>	<b>0.00</b>	<b>41,031</b>	<b>0</b>	<b>41,031</b>

# General Fund Unfunded Needs List

## Public Works

Title	2007			
	FTE	Budget	Revenue	Net
Reinstate Cut Position in Real Property Services	1.00	57,055	0	57,055
Reinstate Cuts for Engineering Services	2.00	291,293	0	291,293
Reinstate Cuts to Public Works Administration	1.00	54,170	0	54,170
Reinstate Cuts to Traffic Operations	1.00	121,545	0	121,545
Reinstate Prior Years Cuts to Street Maintenance	2.00	755,894	0	755,894
<b>Public Works Total</b>	<b>7.00</b>	<b>1,279,957</b>	<b>0</b>	<b>1,279,957</b>
<b>Grand Total</b>	<b>68.00</b>	<b>9,489,648</b>	<b>0</b>	<b>9,489,648</b>



A large, light gray watermark of the Aurora logo is centered on the page. The logo is circular and contains a stylized sunburst at the top, a horizontal band with five stars in the middle, and the word "AURORA" in a serif font at the bottom.

# **APPENDICES**



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# **Operating Budget Reconciliations**



## **Operating Budget Reconciliation Overview**

### **2007 Operating Reconciliation**

The purpose of the operating reconciliation is to illustrate the steps involved in the creation of the 2007 operating budget. The process includes several steps:

- 2006 Adopted Budget including base adjustments;
- Removals of one-time costs previously included in the budget;
- Items from the 2005 Fall and 2006 Spring supplemental ordinances that were approved to be ongoing items in 2007;
- Estimated personal services (PS Deltas) represent changes to personal service costs;
- Vacancy Savings are estimated savings from unfilled positions or employee attrition;
- Increases for mandated costs like electricity and water;
- Adds and Cuts; and
- Proposed Adjustments represents changes made to the proposed budget at the September 30, 2006 budget meeting.

### **City Council Adjustments to City Manager's Proposed 2007 Budget**

The purpose of this reconciliation is to illustrate the adjustments City Council made to the proposed budget in the September 30, 2006 budget meeting. The FTE Change, Revenue Change, and CIP Budget Change columns demonstrate changes made by council to staffing levels, revenue expectations, and changes made to the five-year capital improvement plan, respectively. The Operating Budget Proposed column is for operating budget amendment items in the 2007 Proposed Budget that were adjusted at the budget meeting. The Operating Budget Change column represents the change made by council to the operating budget. The Operating Budget Adopted column shows the final result of the council adjustments to the corresponding item.

### **Reconciliation of 2005 CAFR to 2007 Adopted General Fund Summary**

The purpose of this reconciliation is to illustrate the differences between the General Fund 2005 actual fund balance as reported in the Comprehensive Annual Financial Report (CAFR) to the 2005 actual undesignated funds available reported in the General Fund Summary.

## Appendix 1

### 2007 Operating Reconciliation by Fund and Department

Fund \ Department	2006 Adopted Final	2006 Onetimes / Init Adj	2005 Fall 2006 Spr Supp	2007 PS Deltas	2007 Vacancy Savings	2007 Other Adj	2007 Base Adds	2007 Base Cuts	2007 Proposed Estimate	2007 Proposed Adjust *	2007 Adopted Final
<b>ABATEMENT FUND</b>											
Neighborhood Services total:	181,101	0	100,000	1,309	0	793	0	0	283,203	0	283,203
Non-Departmental total:	576	-576	0	1,285	0	0	0	0	1,285	0	1,285
Parks & Open Space total:	80,000	0	0	0	0	0	0	0	80,000	0	80,000
<b>ABATEMENT FUND TOTAL:</b>	<b>261,677</b>	<b>-576</b>	<b>100,000</b>	<b>2,594</b>	<b>0</b>	<b>793</b>	<b>0</b>	<b>0</b>	<b>364,488</b>	<b>0</b>	<b>364,488</b>
<b>ARAPAHOE COUNTY OPEN SPACE FUND</b>											
Non-Departmental total:	1,664	-1,664	0	13,888	0	0	0	0	13,888	0	13,888
Parks & Open Space total:	2,188,772	0	0	17,908	0	-64,000	987,934	0	3,130,614	-25,000	3,105,614
<b>ARAPAHOE COUNTY OPEN SPACE FUND TOTAL:</b>	<b>2,190,436</b>	<b>-1,664</b>	<b>0</b>	<b>31,796</b>	<b>0</b>	<b>-64,000</b>	<b>987,934</b>	<b>0</b>	<b>3,144,502</b>	<b>-25,000</b>	<b>3,119,502</b>
<b>COMMUNITY DEVELOPMENT FUND</b>											
Neighborhood Services total:	5,948,402	0	-401,290	77,591	0	-5,624,703	5,479,912	-138,845	5,341,067	0	5,341,067
<b>COMMUNITY DEVELOPMENT FUND TOTAL:</b>	<b>5,948,402</b>	<b>0</b>	<b>-401,290</b>	<b>77,591</b>	<b>0</b>	<b>-5,624,703</b>	<b>5,479,912</b>	<b>-138,845</b>	<b>5,341,067</b>	<b>0</b>	<b>5,341,067</b>
<b>CONSERVATION TRUST FUND</b>											
Library, Rec & Cultural Svcs total:	18,350	14,250	0	0	0	0	0	0	32,600	0	32,600
Non-Departmental total:	5,159	-5,159	0	11,331	0	0	0	0	11,331	0	11,331
Parks & Open Space total:	478,965	0	0	16,876	0	972	22,539	0	519,352	0	519,352
<b>CONSERVATION TRUST FUND TOTAL:</b>	<b>502,474</b>	<b>9,091</b>	<b>0</b>	<b>28,207</b>	<b>0</b>	<b>972</b>	<b>22,539</b>	<b>0</b>	<b>563,283</b>	<b>0</b>	<b>563,283</b>
<b>CULTURAL SERVICES FUND</b>											
Library, Rec & Cultural Svcs total:	2,712,932	-405,000	0	29,075	-5,520	29,664	112,743	0	2,473,894	0	2,473,894
Non-Departmental total:	13,614	-13,614	0	31,326	0	0	0	0	31,326	0	31,326
<b>CULTURAL SERVICES FUND TOTAL:</b>	<b>2,726,546</b>	<b>-418,614</b>	<b>0</b>	<b>60,401</b>	<b>-5,520</b>	<b>29,664</b>	<b>112,743</b>	<b>0</b>	<b>2,505,220</b>	<b>0</b>	<b>2,505,220</b>
<b>DEBT SERVICE (GO) FUND</b>											
Non-Departmental total:	8,007,391	0	0	0	0	9,740	0	0	8,017,131	0	8,017,131

## Appendix 1

### 2007 Operating Reconciliation by Fund and Department

Fund \ Department	2006 Adopted Final	2006 Onetimes / Init Adj	2005 Fall 2006 Spr Supp	2007 PS Deltas	2007 Vacancy Savings	2007 Other Adj	2007 Base Adds	2007 Base Cuts	2007 Proposed Estimate	2007 Proposed Adjust *	2007 Adopted Final
<b>DEBT SERVICE (GO) FUND</b>											
<b>DEBT SERVICE (GO) FUND TOTAL:</b>	<b>8,007,391</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>9,740</b>	<b>0</b>	<b>0</b>	<b>8,017,131</b>	<b>0</b>	<b>8,017,131</b>
<b>DEBT SERVICE (SID) FUND</b>											
Non-Departmental total:	476,555	-188,055	0	0	0	11,337	0	0	299,837	0	299,837
<b>DEBT SERVICE (SID) FUND TOTAL:</b>	<b>476,555</b>	<b>-188,055</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,337</b>	<b>0</b>	<b>0</b>	<b>299,837</b>	<b>0</b>	<b>299,837</b>
<b>DESIGNATED REVENUES FUND</b>											
City Council total:	2,000	0	0	0	0	0	0	0	2,000	0	2,000
Development Services total:	3,513,457	0	0	4,317	0	-677,989	381,000	0	3,220,785	-2,327,461	893,324
Finance total:	132,512	0	0	3,156	0	0	0	0	135,668	0	135,668
Fire total:	205,250	-35,000	0	0	0	-40,985	91,735	0	221,000	0	221,000
General Management total:	941,715	0	0	37,629	0	-1,178	0	0	978,166	0	978,166
Information Technology total:	0	0	13,000	0	0	0	500,000	0	513,000	0	513,000
Judicial total:	122,241	0	0	1,731	0	178	0	0	124,150	0	124,150
Library, Rec & Cultural Svcs total:	1,055,967	0	-28,014	48,233	0	-289,269	0	0	786,917	0	786,917
Neighborhood Services total:	20,000	0	70,000	0	0	0	0	0	90,000	0	90,000
Non-Departmental total:	5,679,748	-365,275	0	46,699	0	276,346	62,705	0	5,700,223	448,216	6,148,439
Parks & Open Space total:	471,166	0	0	810	0	22	377,596	0	849,594	0	849,594
Planning total:	84,908	0	0	0	0	12	0	0	84,920	0	84,920
Police total:	816,661	-1,700	697,681	10,613	0	16,890	0	0	1,540,145	0	1,540,145
Public Safety Communications Center total:	5,000	0	0	0	0	-2,000	0	0	3,000	0	3,000
Public Works total:	0	0	12,906	0	0	0	0	0	12,906	0	12,906
<b>DESIGNATED REVENUES FUND TOTAL:</b>	<b>13,050,625</b>	<b>-401,975</b>	<b>765,573</b>	<b>153,188</b>	<b>0</b>	<b>-717,973</b>	<b>1,413,036</b>	<b>0</b>	<b>14,262,474</b>	<b>-1,879,245</b>	<b>12,383,229</b>
<b>DEVELOPMENT REVIEW FUND</b>											

## Appendix 1

### 2007 Operating Reconciliation by Fund and Department

Fund \ Department	2006 Adopted Final	2006 Onetimes / Init Adj	2005 Fall 2006 Spr Supp	2007 PS Deltas	2007 Vacancy Savings	2007 Other Adj	2007 Base Adds	2007 Base Cuts	2007 Proposed Estimate	2007 Proposed Adjust *	2007 Adopted Final
<b>DEVELOPMENT REVIEW FUND</b>											
Development Services total:	5,872,004	0	53,875	539,714	0	-937,321	0	0	5,528,272	0	5,528,272
General Management total:	425,056	0	0	13,443	0	38	15,000	0	453,537	0	453,537
Non-Departmental total:	97,147	-97,147	0	280,352	0	1,725,598	381,000	0	2,386,950	0	2,386,950
Planning total:	2,607,285	0	85,918	341,483	0	-532,024	69,300	0	2,571,962	108,983	2,680,945
Public Works total:	1,155,148	0	29,381	346,591	0	-193,000	10,000	0	1,348,120	0	1,348,120
<b>DEVELOPMENT REVIEW FUND TOTAL:</b>	<b>10,156,640</b>	<b>-97,147</b>	<b>169,174</b>	<b>1,521,583</b>	<b>0</b>	<b>63,291</b>	<b>475,300</b>	<b>0</b>	<b>12,288,841</b>	<b>108,983</b>	<b>12,397,824</b>
<b>EMERGENCY CONTINGENCY FUND</b>											
Non-Departmental total:	0	0	0	0	0	0	0	0	0	36,000	36,000
<b>EMERGENCY CONTINGENCY FUND TOTAL:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>36,000</b>	<b>36,000</b>
<b>ENHANCED E-911 FUND</b>											
Information Technology total:	2,036,377	0	0	-5,126	0	78,849	10,000	-9,049	2,111,051	0	2,111,051
Non-Departmental total:	0	0	0	10,816	0	0	0	0	10,816	0	10,816
<b>ENHANCED E-911 FUND TOTAL:</b>	<b>2,036,377</b>	<b>0</b>	<b>0</b>	<b>5,690</b>	<b>0</b>	<b>78,849</b>	<b>10,000</b>	<b>-9,049</b>	<b>2,121,867</b>	<b>0</b>	<b>2,121,867</b>
<b>FLEET MANAGEMENT FUND</b>											
General Management total:	6,395,912	-50,000	0	48,013	0	1,210,289	80,000	0	7,684,214	0	7,684,214
Non-Departmental total:	28,469	-28,469	0	67,751	0	0	0	0	67,751	0	67,751
<b>FLEET MANAGEMENT FUND TOTAL:</b>	<b>6,424,381</b>	<b>-78,469</b>	<b>0</b>	<b>115,764</b>	<b>0</b>	<b>1,210,289</b>	<b>80,000</b>	<b>0</b>	<b>7,751,965</b>	<b>0</b>	<b>7,751,965</b>
<b>GENERAL FUND</b>											
City Attorney total:	4,173,966	0	0	153,631	-170,640	35,428	361,019	0	4,553,404	0	4,553,404
City Council total:	826,701	0	18,530	18,129	0	8,303	87,469	0	959,132	0	959,132
Civil Service Commission total:	506,866	0	0	20,361	0	8,484	0	0	535,711	0	535,711
Court Administration total:	6,227,090	19,500	0	236,489	-61,119	70,246	184,587	0	6,676,793	0	6,676,793

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### 2007 Operating Reconciliation by Fund and Department

Fund \ Department	2006 Adopted Final	2006 Onetimes / Init Adj	2005 Fall 2006 Spr Supp	2007 PS Deltas	2007 Vacancy Savings	2007 Other Adj	2007 Base Adds	2007 Base Cuts	2007 Proposed Estimate	2007 Proposed Adjust *	2007 Adopted Final
<b>GENERAL FUND</b>											
Development Services total:	770,596	0	0	15,263	0	3,909	62,000	0	851,768	0	851,768
Finance total:	4,469,724	-20,000	0	244,245	0	36,484	423,429	0	5,153,882	0	5,153,882
Fire total:	29,360,935	-131,100	0	765,938	0	371,730	1,577,916	-75,929	31,869,490	0	31,869,490
General Management total:	12,994,366	0	-54,236	230,114	0	72,388	2,670,993	0	15,913,625	82,000	15,995,625
Human Resources total:	1,191,686	0	0	74,875	0	3,275	104,000	0	1,373,836	50,000	1,423,836
Information Technology total:	6,158,843	0	0	130,741	0	96,994	396,237	0	6,782,815	0	6,782,815
Judicial total:	1,809,601	0	0	238,993	-176,983	1,014	176,983	0	2,049,608	0	2,049,608
Library, Rec & Cultural Svcs total:	11,189,696	0	0	215,097	-65,115	522,135	838,155	-308,987	12,390,981	0	12,390,981
Neighborhood Services total:	3,243,065	0	0	94,311	0	23,731	150,405	0	3,511,512	0	3,511,512
Non-Departmental total:	35,140,424	-845,706	-16,152	-322,029	0	3,287,140	974,765	0	38,218,442	-163,345	38,055,097
Parks & Open Space total:	12,260,279	-60,000	9,720	488,526	-105,000	653,770	1,066,793	-304,632	14,009,456	-126,658	13,882,798
Planning total:	1,119,340	-143	0	39,376	0	1,041	108,983	0	1,268,597	-108,983	1,159,614
Police total:	66,810,921	-716,560	-87,331	3,103,996	0	1,133,139	1,264,853	0	71,509,018	36,000	71,545,018
Public Defender total:	574,716	0	0	10,774	0	987	2,500	0	588,977	0	588,977
Public Safety Communications Center total:	3,925,042	0	0	115,299	0	-1,622	1,176,757	0	5,215,476	0	5,215,476
Public Works total:	17,723,738	-291	0	539,394	-222,000	584,176	892,472	0	19,517,489	-90,422	19,427,067
<b>GENERAL FUND TOTAL:</b>	<b>220,477,595</b>	<b>-1,754,300</b>	<b>-129,469</b>	<b>6,413,523</b>	<b>-800,857</b>	<b>6,912,752</b>	<b>12,520,316</b>	<b>-689,548</b>	<b>242,950,012</b>	<b>-321,408</b>	<b>242,628,604</b>
<b>GIFTS &amp; GRANTS FUND</b>											
Development Services total:	534,293	0	150,240	0	0	0	0	0	684,533	0	684,533
Fire total:	1,342,962	-520,000	0	642	0	0	20,000	0	843,604	0	843,604
General Management total:	45,000	0	0	0	0	0	0	0	45,000	0	45,000
Judicial total:	14,000	0	0	0	0	0	0	0	14,000	0	14,000
Library, Rec & Cultural Svcs total:	659,158	0	0	0	0	555	0	0	659,713	0	659,713

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### 2007 Operating Reconciliation by Fund and Department

Fund \ Department	2006 Adopted Final	2006 Onetimes / Init Adj	2005 Fall 2006 Spr Supp	2007 PS Deltas	2007 Vacancy Savings	2007 Other Adj	2007 Base Adds	2007 Base Cuts	2007 Proposed Estimate	2007 Proposed Adjust *	2007 Adopted Final
<b>GIFTS &amp; GRANTS FUND</b>											
Neighborhood Services total:	595,131	0	0	0	0	-164,428	0	0	430,703	0	430,703
Non-Departmental total:	903	-903	0	837	0	0	0	0	837	0	837
Parks & Open Space total:	1,020,000	0	0	0	0	0	0	0	1,020,000	0	1,020,000
Police total:	2,292,071	0	0	0	0	-5,500	0	0	2,286,571	0	2,286,571
<b>GIFTS &amp; GRANTS FUND TOTAL:</b>	<b>6,503,518</b>	<b>-520,903</b>	<b>150,240</b>	<b>1,479</b>	<b>0</b>	<b>-169,373</b>	<b>20,000</b>	<b>0</b>	<b>5,984,961</b>	<b>0</b>	<b>5,984,961</b>
<b>GOLF COURSES FUND</b>											
Non-Departmental total:	39,926	-39,926	0	92,863	0	0	0	0	92,863	0	92,863
Parks & Open Space total:	9,554,983	0	0	113,600	0	243,308	168,444	0	10,080,335	0	10,080,335
<b>GOLF COURSES FUND TOTAL:</b>	<b>9,594,909</b>	<b>-39,926</b>	<b>0</b>	<b>206,463</b>	<b>0</b>	<b>243,308</b>	<b>168,444</b>	<b>0</b>	<b>10,173,198</b>	<b>0</b>	<b>10,173,198</b>
<b>POLICY RESERVE FUND</b>											
Non-Departmental total:	28,616	-28,616	0	0	0	50,468	0	0	50,468	0	50,468
<b>POLICY RESERVE FUND TOTAL:</b>	<b>28,616</b>	<b>-28,616</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,468</b>	<b>0</b>	<b>0</b>	<b>50,468</b>	<b>0</b>	<b>50,468</b>
<b>PRINT SHOP FUND</b>											
General Management total:	726,182	0	0	-10,203	0	-85,556	21,848	0	652,271	0	652,271
Non-Departmental total:	3,110	-3,110	0	4,928	0	0	0	0	4,928	0	4,928
<b>PRINT SHOP FUND TOTAL:</b>	<b>729,292</b>	<b>-3,110</b>	<b>0</b>	<b>-5,275</b>	<b>0</b>	<b>-85,556</b>	<b>21,848</b>	<b>0</b>	<b>657,199</b>	<b>0</b>	<b>657,199</b>
<b>RECREATION FUND</b>											
Library, Rec & Cultural Svcs total:	9,421,549	0	11,894	299,618	-129,080	-133,463	238,002	0	9,708,520	0	9,708,520
Non-Departmental total:	51,973	-51,973	0	118,276	0	0	0	0	118,276	0	118,276
<b>RECREATION FUND TOTAL:</b>	<b>9,473,522</b>	<b>-51,973</b>	<b>11,894</b>	<b>417,894</b>	<b>-129,080</b>	<b>-133,463</b>	<b>238,002</b>	<b>0</b>	<b>9,826,796</b>	<b>0</b>	<b>9,826,796</b>
<b>RISK MANAGEMENT FUND</b>											
Human Resources total:	7,316,736	0	0	36,356	0	1,261,673	0	0	8,614,765	0	8,614,765

## Appendix 1

### 2007 Operating Reconciliation by Fund and Department

Fund \ Department	2006 Adopted Final	2006 Onetimes / Init Adj	2005 Fall 2006 Spr Supp	2007 PS Deltas	2007 Vacancy Savings	2007 Other Adj	2007 Base Adds	2007 Base Cuts	2007 Proposed Estimate	2007 Proposed Adjust *	2007 Adopted Final
<b>RISK MANAGEMENT FUND</b>											
Non-Departmental total:	7,874	-7,874	0	19,100	0	0	0	0	19,100	0	19,100
<b>RISK MANAGEMENT FUND TOTAL:</b>	<b>7,324,610</b>	<b>-7,874</b>	<b>0</b>	<b>55,456</b>	<b>0</b>	<b>1,261,673</b>	<b>0</b>	<b>0</b>	<b>8,633,865</b>	<b>0</b>	<b>8,633,865</b>
<b>SURPLUS &amp; DEFICIENCY FUND</b>											
Finance total:	41,500	0	0	0	0	-41,500	0	0	0	0	0
<b>SURPLUS &amp; DEFICIENCY FUND TOTAL:</b>	<b>41,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-41,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>WASTEWATER FUND</b>											
Aurora Water total:	48,549,925	-17,288,465	907,517	243,321	0	2,483,297	4,195,305	0	39,090,900	-434,334	38,656,566
Non-Departmental total:	107,343	-107,343	0	255,399	0	0	0	0	255,399	0	255,399
<b>WASTEWATER FUND TOTAL:</b>	<b>48,657,268</b>	<b>-17,395,808</b>	<b>907,517</b>	<b>498,720</b>	<b>0</b>	<b>2,483,297</b>	<b>4,195,305</b>	<b>0</b>	<b>39,346,299</b>	<b>-434,334</b>	<b>38,911,965</b>
<b>WATER FUND</b>											
Aurora Water total:	80,593,307	-1,271,136	-1,362,259	616,812	0	1,857,329	2,815,016	0	83,249,069	-8,166,512	75,082,557
City Attorney total:	0	0	2,400,000	0	0	0	2,100,000	0	4,500,000	0	4,500,000
Non-Departmental total:	148,932	-148,932	0	461,986	0	0	0	0	461,986	0	461,986
<b>WATER FUND TOTAL:</b>	<b>80,742,239</b>	<b>-1,420,068</b>	<b>1,037,741</b>	<b>1,078,798</b>	<b>0</b>	<b>1,857,329</b>	<b>4,915,016</b>	<b>0</b>	<b>88,211,055</b>	<b>-8,166,512</b>	<b>80,044,543</b>
<b>GRAND TOTAL OPERATING BUDGET:</b>	<b>435,354,573</b>	<b>-22,399,987</b>	<b>2,611,380</b>	<b>10,663,872</b>	<b>-935,457</b>	<b>7,377,194</b>	<b>30,660,395</b>	<b>-837,442</b>	<b>462,494,528</b>	<b>-10,681,516</b>	<b>451,813,012</b>

\* Proposed Adjustments include both base adjustments and amendments made by City Council during the Fall Budget Workshop. This adjustment are detailed in the City Council Adjustments to City Manager's Proposed 2007 Budget section.

**City Council Adjustments to City Manager's  
Proposed 2007 Budget - September 30, 2006**

Fund / Department		Adjustments	FTE Change	Revenue Change	CIP Budget Change	Operating Amendment Proposed	Operating Budget Change	Operating Budget Adopted
<b>Arapahoe County Open Space Fund</b>								
Parks & Open Space		Reduce Open Space Parks Ranger by one FTE and associated operating costs	-	\$ -	\$ -	\$ 25,000	\$ (25,000)	\$ -
<b>Arapahoe County Open Space Fund totals</b>			-	\$ -	\$ -	\$ 25,000	\$ (25,000)	\$ -
						<i>Funds Available Adjustment</i>		<u><u>\$ 25,000</u></u>
<b>Building Repair Fund</b>								
General Management		Additional HVAC projects in 2007	-	\$ -	\$ 25,000	\$ -	\$ -	\$ -
<b>Building Repair Fund totals</b>			-	\$ -	\$ 25,000	\$ -	\$ -	\$ -
						<i>Funds Available Adjustment</i>		<u><u>\$ (25,000)</u></u>
<b>Conservation Trust Fund</b>								
Parks & Open Space		Technical Adjustment: Internal transfer, which is normally not budgeted, inadvertently budgeted as an operating transfer	-	\$ (5,000)	\$ (5,000)	\$ -	\$ -	\$ -
<b>Conservation Trust Fund totals</b>			-	\$ (5,000)	\$ (5,000)	\$ -	\$ -	\$ -
						<i>Funds Available Adjustment</i>		<u><u>\$ -</u></u>
<b>Designated Revenue Fund</b>								
Development Services		Corrects portion of Fitzsimons Private Redevelopment that was budgeted as operating instead of capital (a)	-	\$ -	\$ 2,310,461	\$ -	\$ (2,310,461)	\$ (2,310,461)
Development Services		Expenditure for North Aurora Business Association (\$20,000) deleted as it was also booked in Neighborhood Services / offset by \$3,000 increase in the ACED and AEDC budget	-	-	-	-	(17,000)	(17,000)
Non-Departmental		Fund Aid to Agencies with Nexus to Law Enforcement using an additional \$10 court surcharge	-	411,716	-	-	411,716	411,716
Non-Departmental		Projected incentive inadvertently not budgeted (a)	-	-	-	-	36,500	36,500
<b>Designated Revenue Fund totals</b>			-	\$ 411,716	\$ 2,310,461	\$ -	\$ (1,879,245)	\$ (1,879,245)
						<i>Funds Available Adjustment</i>		<u><u>\$ (19,500)</u></u>

### City Council Adjustments to City Manager's Proposed 2007 Budget - September 30, 2006

Fund / Department		Adjustments	FTE Change	Revenue Change	CIP Budget Change	Operating Amendment Proposed	Operating Budget Change	Operating Budget Adopted
<b>Development Review Fund</b>								
Planning		Move Socio-Economic Analyst and related operating costs from the General Fund to the Development Review Fund	1.00	\$ -	\$ -	\$ -	\$ 108,983	\$ 108,983
<b>Development Review Fund totals</b>			<b>1.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 108,983</b>	<b>\$ 108,983</b>
						<i>Funds Available Adjustment</i>		<u><b>\$ (108,983)</b></u>
<b>Emergency Contingency Fund</b>								
Non-Departmental		Interest earnings transfer to the General Fund for Police recruitment bonuses	-	\$ -	\$ -	\$ -	\$ 36,000	\$ 36,000
<b>Emergency Contingency Fund totals</b>			<b>-</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 36,000</b>	<b>\$ 36,000</b>
						<i>Funds Available Adjustment</i>		<u><b>\$ (36,000)</b></u>
<b>General Fund</b>								
General Management		Federal lobbying contract	-	\$ -	\$ -	\$ -	\$ 62,000	\$ 62,000
General Management		Move the Dutch Mill to Central Maintenance Facility	-	-	-	-	20,000	20,000
Human Resources		Restore the Second Language Program	-	-	-	-	50,000	50,000
Non-Departmental		Eliminate the contingency for unforeseen minor budget needs	-	-	-	100,000	(100,000)	-
Non-Departmental		Reduce the compensation reserve	-	-	-	-	(63,345)	(63,345)
Non-Departmental		Interest earnings transfer to the General Fund for Police recruitment bonuses	-	36,000	-	-	-	-
Parks & Open Space		Reduce Park Ranger add by one FTE	-1.00	-	-	123,028	(61,564)	61,464
Parks & Open Space		Eliminate the General Fund portion of the conversion of Landscape Architect to a regular FTE	-1.00	-	-	65,094	(65,094)	-
Planning		Move Socio-Economic Analyst and related operating costs from the General Fund to the Development Review Fund	-1.00	-	-	108,983	(108,983)	-
Police		Police recruitment bonuses transfer from the Emergency Contingency Fund	-	-	-	-	36,000	36,000
Public Works		Reduce addition of Street Maintenance staff from eight to six FTE	-2.00	-	-	361,689	(90,422)	271,267
<b>General Fund totals</b>			<b>-5.00</b>	<b>\$ 36,000</b>	<b>\$ -</b>	<b>\$ 758,794</b>	<b>\$ (321,408)</b>	<b>\$ 437,386</b>
						<i>Funds Available Adjustment</i>		<u><b>\$ 357,408</b></u>

**City Council Adjustments to City Manager's  
Proposed 2007 Budget - September 30, 2006**

Fund / Department		Adjustments	FTE Change	Revenue Change	CIP Budget Change	Operating Amendment Proposed	Operating Budget Change	Operating Budget Adopted
<b>Wastewater Fund</b>								
Aurora Water	Debt service reduction (a)		-	\$ -	\$ -	\$ -	\$ (434,334)	\$ (434,334)
Aurora Water	Change in 5-year capital plan		-	(11,500,000)	(12,761,127)	-	-	-
<b>Wastewater Fund totals</b>			-	\$ (11,500,000)	\$ (12,761,127)	\$ -	\$ (434,334)	\$ (434,334)
						<i>Funds Available Adjustment</i>		<u><u>\$ 1,695,461</u></u>
<b>Water Fund</b>								
Aurora Water	Debt service and short term water lease reduction (a)		-	\$ -	\$ -	\$ -	\$ (6,566,512)	\$ (6,566,512)
Aurora Water	Short term water lease reduction (a)		-	-	-	-	(1,600,000)	(1,600,000)
Aurora Water	Change in 5-year capital plan		-	(131,250,000)	(154,407,919)	-	-	-
<b>Water Fund totals</b>			-	\$ (131,250,000)	\$ (154,407,919)	\$ -	\$ (8,166,512)	\$ (8,166,512)
						<i>Funds Available Adjustment</i>		<u><u>\$ 31,324,431</u></u>
<b>TOTAL ADJUSTMENTS FOR ALL FUNDS</b>			<b>(4.00)</b>	<b>\$ (142,307,284)</b>	<b>\$ (164,838,585)</b>	<b>\$ 783,794</b>	<b>\$ (10,681,516)</b>	<b>\$ (9,897,722)</b>

(a) The Fitzsimons Private Redevelopment, the Projected Incentive Adjustment, and Aurora Water Debt Service and Water Lease reductions are not noted in the department pages because they are base budget adjustments.

### Reconciliation of 2005 CAFR General Fund Balance, 12/31/05 to 2007 Adopted Budget Book Undesignated Funds Available, 12/31/05

	Funds	Source
<b>Ending 2005 GAAP General Fund Balance, CAFR, 12/31/05</b>	<b>\$ 27,609,171</b>	(2005 CAFR pg 133)
<b>Less: Adjustments to CAFR 2005 GAAP General Fund Balance</b>		
(GAAP-Related Accounting Items - Budget Book does not make GAAP-related adjustments)		
Adjustment of Investments to Fair Value - not available for appropriation	139,572	(2005 CAFR pg 133)
Deferred revenues - previously appropriated and spent in the following year	90,000	(2005 CAFR pg 133)
Sales, Use & Lodgers Tax Accrual - not available for appropriation	(16,958,065)	(2005 CAFR pg 133)
Current Year Operating Encumbrances - previously appropriated and spent in the following year	(1,318,383)	(2005 CAFR pg 133)
Total of GAAP-Related Adjustments	(18,046,876)	
<b>Ending Actual Funds Available, General Fund Balance, CAFR Non-GAAP, 12/31/05</b>	<b>\$ 9,562,295</b>	(2007 Adopted Budget Book F-2, 2005 CAFR pg 133)
<b>Less: Reservations and Designations, 12/31/05</b>		
Estimated Designations (designated for CAFR and Budget purposes)		
For General Fund:		
Operating Reserve	(8,187,061)	(2007 Adopted Budget Book F-3)
Funds for deferred sick leave payment in 2006	(306,719)	(2007 Adopted Budget Book F-3)
Total General Fund Designations, CAFR and Budget, 12/31/05	(8,493,780)	(2007 Adopted Budget Book F-2, 2005 CAFR pg 133)
<b>Ending Undesignated Funds Available, General Fund Balance, CAFR, Non-GAAP, 12/31/05</b>	<b>\$ 1,068,515</b>	(2007 Adopted Budget Book F-2, 2005 CAFR pg 133)
<b>Ending Undesignated Funds Available 12/31/05, General Fund, 2007 Adopted Budget Book</b>	<b>\$ 1,068,515</b>	(2007 Adopted Budget Book F-2, 2005 CAFR pg 133)
<b><u>Reconciliation of 2006 Adopted Budget Book's Estimated 2005 Designations and Actual 2005 Designations</u></b>		
<b>Total Increase in 2005 Reserved &amp; Designated Funds Available, 2006 Adopted Budget</b>	<b>\$ 5,509,819</b>	(2006 Adopted Budget Book F-3)
Adjustments:		
Decrease Designation of funds available for 2005 / 2006 Separation Payment - not needed	(400,000)	(2006 Adopted Budget Book F-3)
Decrease Designation of funds available for Blue Spruce Contingency - settlement	(4,000,000)	(2006 Adopted Budget Book F-3)
Increase Operating Reserve - additional funds for future needs	7,383,961	(Difference 2006 Adopted F-3, 2007 Adopted F-3)
Total Adjustments	2,983,961	
<b>Total Increase in 2005 Reserved &amp; Designated Funds Available, 2007 Adopted Budget</b>	<b>\$ 8,493,780</b>	(2007 Adopted Budget Book F-3)





# **Aurora Water Subprogram Expenditures & Staffing**



# Aurora Water

## SUBPROGRAM EXPENDITURE SUMMARY

Subprogram Name	Wastewater Fund				Water Fund				Aurora Water Total			
	2004 Actual	2005 Actual	2006 Projection	2007 Adopted	2004 Actual	2005 Actual	2006 Projection	2007 Adopted	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Aurora Water Administration	1,191,242	458,133	277,764	273,576	1,768,848	1,117,977	304,841	295,789	2,960,090	1,576,110	582,605	569,365
Aurora Water Customer Billing	662,145	764,789	862,539	947,365	717,630	781,443	869,334	947,593	1,379,775	1,546,232	1,731,873	1,894,958
Aurora Water Operations Administration	394,212	421,130	507,497	657,588	146,741	349,516	615,824	916,369	540,952	770,647	1,123,321	1,573,957
Aurora Water Plans Review	554,451	559,669	664,033	739,220	463,456	527,559	657,322	739,434	1,017,907	1,087,228	1,321,355	1,478,654
Aurora Water Quality Control	191,140	189,784	252,835	342,088	583,292	641,391	787,158	854,173	774,432	831,175	1,039,993	1,196,261
Aurora Water Services	0	557,616	774,554	972,208	0	675,364	820,519	1,001,741	0	1,232,980	1,595,073	1,973,949
Business Services Administration	169,739	251,698	443,384	935,742	270,604	283,576	468,766	980,662	440,342	535,273	912,151	1,916,404
CIP Program Administration	356,215	640,530	835,196	1,310,546	418,939	801,556	1,604,151	1,722,418	775,153	1,442,086	2,439,347	3,032,964
Clean Water Program	470,897	429,447	657,736	702,615	0	0	0	0	470,897	429,447	657,736	702,615
Customer Service	0	0	0	0	2,849,393	2,577,869	3,202,940	3,150,547	2,849,393	2,577,869	3,202,940	3,150,547
Debt Services Aurora Water	2,166,429	2,149,325	1,714,408	4,652,420	16,883,975	19,431,376	22,548,933	28,531,878	19,050,404	21,580,701	24,263,341	33,184,298
Department-Wide	27,188	1,049,655	15,897,368	16,059,038	3,085,393	7,450,900	9,912,909	9,068,475	3,112,581	8,500,555	25,810,277	25,127,513
Public Information & Water Conservation	0	0	0	0	1,037,264	1,348,179	1,845,698	2,233,296	1,037,264	1,348,179	1,845,698	2,233,296
Pumping Station	0	481,022	734,292	975,747	0	420,704	1,233,299	1,656,531	0	901,726	1,967,592	2,632,278
Sanitary Collection	2,364,188	2,366,170	2,761,178	3,582,614	0	0	0	0	2,364,188	2,366,170	2,761,178	3,582,614
Sanitary Treatment	13,504,649	14,070,111	1,263,187	1,346,035	0	0	0	0	13,504,649	14,070,111	1,263,187	1,346,035
Storm Drainage	2,530,611	2,441,003	3,428,107	4,344,248	0	0	0	0	2,530,611	2,441,003	3,428,107	4,344,248
Technical Operations	0	501,179	646,707	815,516	0	518,631	631,423	815,013	0	1,019,810	1,278,129	1,630,529
Water Resources	0	0	0	0	11,645,257	12,976,000	6,124,580	7,461,058	11,645,257	12,976,000	6,124,580	7,461,058
Water Supply	0	0	0	0	1,781,918	1,651,551	2,663,017	2,693,196	1,781,918	1,651,551	2,663,017	2,693,196
Water Transmission and Distribution	0	0	0	0	6,312,109	5,494,800	6,114,910	6,796,514	6,312,109	5,494,800	6,114,910	6,796,514

# Aurora Water

SUBPROGRAM EXPENDITURE SUMMARY												
Subprogram Name	Wastewater Fund				Water Fund				Aurora Water Total			
	2004 Actual	2005 Actual	2006 Projection	2007 Adopted	2004 Actual	2005 Actual	2006 Projection	2007 Adopted	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Water Treatment	0	0	0	0	3,357,824	3,100,952	3,812,902	5,217,870	3,357,824	3,100,952	3,812,902	5,217,870
Expenditures Total	\$24,583,106	\$27,331,261	\$31,720,785	\$38,656,566	\$51,322,644	\$60,149,346	\$64,218,527	\$75,082,557	\$75,905,750	\$87,480,606	\$95,939,312	\$113,739,123

# Aurora Water

## SUBPROGRAM STAFFING SUMMARY

Subprogram Name	Wastewater Fund				Water Fund				Aurora Water Total			
	2004 Actual	2005 Actual	2006 Projection	2007 Adopted	2004 Actual	2005 Actual	2006 Projection	2007 Adopted	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
Aurora Water Administration	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	3.00	3.00	3.00	3.00
Aurora Water Customer Billing	6.00	7.50	8.00	7.50	6.00	7.50	8.00	7.50	12.00	15.00	16.00	15.00
Aurora Water Operations Administration	3.50	4.82	2.85	3.35	1.50	4.18	5.15	5.65	5.00	9.00	8.00	9.00
Aurora Water Plans Review	10.00	8.50	9.50	9.50	6.00	8.50	9.50	9.50	16.00	17.00	19.00	19.00
Aurora Water Quality Control	2.25	2.50	2.50	2.50	6.75	7.50	8.00	8.00	9.00	10.00	10.50	10.50
Aurora Water Services	0.00	9.00	10.00	11.50	0.00	9.00	10.00	11.50	0.00	18.00	20.00	23.00
Business Services Administration	2.00	3.00	6.75	10.25	2.00	3.00	7.25	10.75	4.00	6.00	14.00	21.00
CIP Program Administration	2.50	4.75	8.00	13.00	4.50	7.25	11.00	17.00	7.00	12.00	19.00	30.00
Clean Water Program	3.00	3.00	3.00	3.00	0.00	0.00	0.00	0.00	3.00	3.00	3.00	3.00
Customer Service	0.00	0.00	0.00	0.00	24.00	24.00	30.00	30.00	24.00	24.00	30.00	30.00
Public Information & Water Conservation	0.00	0.00	0.00	0.00	7.00	7.00	13.00	18.00	7.00	7.00	13.00	18.00
Pumping Station	0.00	6.50	7.00	8.00	0.00	6.00	7.00	8.00	0.00	12.50	14.00	16.00
Sanitary Collection	35.00	31.50	34.00	34.00	0.00	0.00	0.00	0.00	35.00	31.50	34.00	34.00
Sanitary Treatment	20.00	9.00	9.00	9.00	0.00	0.00	0.00	0.00	20.00	9.00	9.00	9.00
Storm Drainage	26.00	23.50	24.00	26.00	0.00	0.00	0.00	0.00	26.00	23.50	24.00	26.00
Technical Operations	0.00	8.00	8.00	9.00	0.00	8.00	8.00	9.00	0.00	16.00	16.00	18.00
Water Resources	0.00	0.00	0.00	0.00	19.00	22.00	27.00	28.00	19.00	22.00	27.00	28.00
Water Supply	0.00	0.00	0.00	0.00	14.00	10.00	10.50	12.50	14.00	10.00	10.50	12.50
Water Transmission and Distribution	0.00	0.00	0.00	0.00	67.00	49.50	53.00	56.00	67.00	49.50	53.00	56.00
Water Treatment	0.00	0.00	0.00	0.00	33.00	31.00	32.00	35.00	33.00	31.00	32.00	35.00
<b>Staffing Total</b>	<b>111.75</b>	<b>123.07</b>	<b>134.10</b>	<b>148.10</b>	<b>192.25</b>	<b>205.93</b>	<b>240.90</b>	<b>267.90</b>	<b>304.00</b>	<b>329.00</b>	<b>375.00</b>	<b>416.00</b>



The background of the page features a large, light gray circular seal of the City of Aurora. The seal contains a stylized sunburst or starburst design in the center, with the word "AURORA" written in a serif font along the bottom arc. Above the word "AURORA" are five small stars.

# **Budget Ordinance Summary**



## Budget Ordinance Summary

### Ordinance Process

The following pages describe 2006 and 2007 budget ordinances. The initial budget ordinance for each year is adopted in the fall of the prior year. Twice each year, departments are given an opportunity to request amendments due to factors that were not identified at that time the budget was initially adopted. At these times, departments submit supplemental budget amendment requests to the Office of Budget and Financial Planning (OBFP). OBFP creates a list of supplemental requests in an amending ordinance that is reviewed and revised by City management and forwarded to City Council for review and approval. If City Council approves the amending ordinance, the budget is officially changed. These amending ordinances can be used to change the budget in a prior year, the current year, or the upcoming year, depending on the situation. Normally, these amending ordinances occur in the spring and the fall. Copies of the official ordinances are kept on file in the budget office.

### 2007 Budget Ordinances

The primary ordinances in a given budget year are those that establishes the tax levy, creates the initial adopted budget and sets the initial appropriations. These are known as budget ordinances. There are three 2007 ordinances: the Tax Levy Ordinance, the Adopting Budget Ordinance, and the Appropriating Budget Ordinance.

**Tax Levy Ordinance (Introduction 10/09/2006, Approved 10/23/2006, Effective 11/25/2006):**

This ordinance establishes the annual tax levy on all taxable property within the City. The revenue raised from this tax is used to defray the general expenses of the City and to discharge certain indebtedness of the City.

**Adopting Budget Ordinance (Introduction 10/09/2006, Approved 10/23/2006, Effective 11/25/2006):** This ordinance adopts the City's annual operating and capital improvement projects budget. The adopting ordinance sets the budget parameters for the City in a given year.

**Appropriating Budget Ordinance (Introduction 10/09/2006, Approved 10/23/2006, Effective 11/25/2006):** This ordinance establishes specific budget appropriations by fund for the fiscal year. This ordinance is considered the spending blueprint for all funds and for all departments within the General Fund.

### 2006 Amending Ordinances

Amending ordinances are used to modify the amounts approved with the budget ordinances. There were five 2006 amending ordinances: the 2005 Fall Supplemental Amendment Ordinance, the 2006 Spring Supplemental Amendment Ordinance, the 2006 Aid to Agencies Supplemental Ordinance, the Special Supplemental Ordinance, and the 2006 Fall Supplemental Amendment Ordinance. Although some of the ordinances included amendments for 2005, 2006 and/or 2007, only the significant 2006 and 2007 amendments are specifically identified.

**2005 Fall Supplemental Amendment Ordinance (Introduced 1/9/2006, Approved 1/23/2006, Effective Date 2/2006):** The 2005 Fall Supplemental Budget Appropriation Amendment Ordinance modified the budgets for 2005 and 2006. The items in this supplemental are taken into account in the 2006 projection, as published in this budget book. The most significant amendment that affected 2006 includes:

- 1) New appropriation of \$17.4 million to fund those projects that were deferred from 2005 until 2006 to coincide with the water bonds.

**Spring Supplemental Budget Appropriation Amendment Ordinance (Introduced 5/15/2006, Approved 6/5/2006, Effective 7/8/2006):** This ordinance amended the original budget for 2006 and also amended the 2005 budget for year-end adjustments. The items in this supplemental are taken into account in the 2006 projection, as published in this budget book. The most significant amendments that affect 2006 include:

- 1) Additional appropriation in the General Fund of \$1.3 million, offset by \$0.2 million in new revenue, primarily for personnel costs associated with the opening of Fire Stations 14 and 15.
- 2) Additional appropriation of \$8.2 million in the Gifts and Grants Fund, offset by \$8.0 million in additional revenue, primarily due to the expenditure of the Fitzsimons landfill remediation insurance reimbursement.
- 3) A lapse of \$12.9 million in the Wastewater Fund, primarily in capital and debt service spending.
- 4) A lapse of \$9.1 million in the water fund primarily in capital and debt service spending.

**Promissory Note for Funding the Aid to Agencies Program. (Introduced 3/20/2006, Approved 4/3/2006, Approved 5/6/2006)** This ordinance was set up to fund the Aid to Agencies program for nine months in 2006 as a one year obligation for \$0.03 million.

**Special Supplemental Budget Appropriation Amendment Ordinance (Introduced 7/24/06, Approved 8/7/2006, Effective 9/4/2006):** This is an appropriation amendment ordinance to establish one time appropriations and transfers in from unappropriated fund balance that were outlined by city council during a study session in May 2006. The most significant amendments include:

- 1) A transfer of \$2.5 million from the General Fund to the Capital Projects Fund for construction of a fire station.
- 2) An appropriation of \$1.5 million from the General Fund to the Designated Revenue Fund for Economical Development purposes.

**Fall Supplemental Budget Appropriation Amendment Ordinance (Introduced 1/2007, Passed 1/2007, Effective 2/2007):** This is the second of two scheduled appropriation adjustments. This supplemental amended the 2005, 2006, and 2007 budgets. Although most of these items were known at the time of the creation of the proposed budget and therefore were included in the department expenditure estimates, some supplemental items were identified too late for inclusion in the department estimates. The most significant amendments that affect 2006 include:

- 1) Additional appropriation in the General Fund of \$5.0 million, offset by \$4.2 million in new revenue, primarily due to the transfer of one-time monies from the General Fund to the Capital Projects Fund.
- 2) A lapse of \$1.5 million in the E-911 Fund, associated with the computer aided dispatch design project.
- 3) Lapses of \$31.2 million in the Wastewater Fund primarily for completed or deferred capital projects.
- 4) Lapses of \$174.4 million in the Water Fund primarily for completed or deferred capital projects.



A large, light gray watermark of the Aurora logo is centered in the background. It features a circular border containing a stylized sunburst at the top, a horizontal band with five stars in the middle, and the word "AURORA" in a serif font at the bottom.

# **Budget Process and Calendar**



## **Budget Process and Calendar**

The budget process for the City involves teamwork and cooperation among many groups and individuals within the City, including: citizens; elected officials; other government entities; neighborhood associations; Council-appointed boards and commissions; and City staff. The process provides opportunities for the public to gain information and understanding about the City's budget and operations. In addition, citizens are given a forum to provide input regarding how the City allocates its resources.

### **Citizen Involvement**

Budget town meetings are conducted by each Ward Council member early in the budget development process. At that time, citizens receive information about the budget and are given the opportunity to inform City Council about their issues and priorities. Citizens are encouraged to express their opinions about the budget and members of the public can make requests of City Council. In addition, two public hearings are scheduled during City Council's formal weekly meetings. One hearing is held in the spring before budget preparation begins; and the other is scheduled in the fall just prior to Council meeting(s) to consider the proposed budget.

The Citizens' Advisory Budget Committee (CABC) meets monthly to become familiar with City operations, priorities, and budget needs. The CABC meets prior to the proposed budget submission to form its own recommendations to present to City Council. Other commissions directly involved in making budget recommendations to the City Council are the Human Relations Commission (HRC), the Citizens' Advisory Committee on Housing and Community Development (CHCD), and the Citizens' Utility Advisory Committee (CUAC).

### **City Staff Involvement and the Basis of Budgeting**

Each year, the Office of Budget and Financial Planning projects revenues for the next five years. The first year of the five-year projection is used as the basis for the annual operating budget. The annual operating budget balances operating expenditures with operating revenues.

For expenditures, the baseline for the development of the 2007 budget during 2006 is the projected amount approved by City Council when they adopted the 2006 budget less one-time items and various adjustments. These changes may include: items approved in the 2006 Spring Supplemental ordinance; utility, water, and gasoline rate adjustments; risk management adjustments; and fleet service cost adjustments. Personal services costs are calculated by the Office of Budget and Financial Planning to reflect current staffing levels and cost factors. These amounts are provided to the departments on a line-item basis.

Any new funding request that is not tied to the items noted above must be requested and specifically justified within a budget amendment request (an "add"). This process applies to requests to fund expanded or additional services. Similarly, departments submit budget reductions (a "cut") when lower revenue projections necessitate such items.

Each Council appointee and department director submits the budget for his or her department. Working with their program managers and budget coordinators, department directors and appointees compile and submit their budget. This information is submitted to the Office of Budget and Financial Planning in June. The budget submission includes line-item allocations.

After significant review of additions and reductions by the Deputy City Managers, the City Manager, and other Council Appointees, the Office of Budget and Financial Planning consolidates prior year actual expenditures, the current year budget, projections, and department budget submissions into the City Manager's proposed budget document. Items in the proposed budget are presented to City Council, both in one-on-one settings and formal presentations, for their consideration and approval. The City Council convenes a workshop in the fall to discuss the proposed budget. At this time, the City Council makes any desired adjustments to the proposal and forwards it to a formal meeting for a vote.

In accordance with the City Charter, the budget is adopted by December after appropriate public notices and readings. After the budget is adopted, City Council may adjust the budget by way of one or more supplemental appropriation ordinances during the year. These are normally considered in the spring and fall.

More information on policies related to these processes can be found in the Financial Structures and Policies section.

### **Budget Document**

The Office of Budget and Financial Planning annually prepares two formal documents:

1. The *Proposed Budget* is a recommended budget using the current year budget with adjustments as approved by the City Manager.
2. The *Adopted Budget* is formally adopted by the City Council in the annual budget ordinance. It is the result of refinements made to the proposed budget by Council after analysis of overall City needs, priorities, and available resources.

### **Budget Calendar**

#### **Summary of Key Events**

The City's fiscal year is January 1 through December 31. The budget is developed and considered between May and November. Monitoring and adjustment of the budget occur throughout the year. The following is a typical calendar.

#### ***January – May***

- Final revenues and expenditures for the previous year are reported and analyzed;
- First quarter review of current year expenditures and revenues;
- Department budget briefings reviewed by City Council

- Appropriation amendments are requested and the spring supplemental ordinance is presented;
- Goals and priorities for the next year are defined; and
- City Council members host “Budget Town Meetings.”

***May – September***

- Second quarter review of current year expenditures and revenues;
- Departments and Council Appointees prepare proposed budgets/adjustments;
- Executive staff evaluate projections and determine budget adjustments;
- Departments present budget adjustments to City Manager;
- Administrative fee changes are reviewed by a Council Committee; and
- The proposed budget is produced and delivered to City Council.

***September – December***

- City Council reviews the proposed budget and makes budget decisions;
- Administrative fees are approved;
- Budget ordinances are introduced and adopted;
- Third quarter review of current year expenditures and revenues; and
- Appropriation amendments are requested and the fall supplemental ordinance is presented.





# **General Financial Policies**



## General Financial Policies

### Financial Structures and Policies Overview

This section details the financial structure of the city and the financial policies specific to each fund type. The financial structure portion defines the three fund categories and goes into detail on the basis of accounting and the basis of budgeting for each fund type. The financial policies portion clarifies the overall financial policies of the City, as well as policies specific to different funds. These financial policies include both formal policies and current practice. The policies in this document apply to the 2006 budget year and previous years only. From time to time, they are reviewed and updated.

### Financial Structure and the Associated Basis of Accounting/Budgeting

The City's budgeting and accounting system uses funds to report its financial position. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions or activities. Each fund is a separate accounting entity. Resources of the City are accounted for in individual funds based on the purpose for which they are to be used. The various funds are classified into three categories: Governmental, Proprietary, and Fiduciary. Each category is further divided into separate fund types. Certain funds may not be specifically budgeted by OBFP, because they do not technically use City money. Funds not budgeted by the City are specifically noted in their respective categories on pages J-21 to J-25.

There are three fund categories used in the City of Aurora and each uses a different basis of accounting. Basis of accounting refers to the point at which revenues and expenditures are recognized. *Full accrual basis* recognizes revenues when earned (rather than received) and expenditures when an obligation to pay is incurred (rather than when the payment is made). Capital expenses (the costs of acquiring tangible assets) are recognized over the life of the asset, not when the asset is purchased. Under the *modified accrual basis* of accounting, revenues are recognized in the accounting period in which they become both measurable and available to finance expenditures. For the most part, the basis of accounting and the basis of budgeting are the same. Any differences between the basis of accounting and the basis of budgeting for City funds are noted in each section.

**Table 1: City of Aurora Fund Structure**

Fund Categories	Basis of Accounting	Types	Nature of the Funds
Governmental	Modified	General Fund	General operating fund for the City
		Special revenue funds	Resources to be spent for a specified purpose
		Debt service funds	Account for principal, interest, and fees for debt
		Capital funds	Resources to be spent on major capital projects
Proprietary	Full	Enterprise funds	Financed and operated similar to private business
		Internal service funds	Resources to be spent for centralized services
Fiduciary	Full (nonbudgeted)	Pension trust funds	Account for assets held in a trustee capacity Custodial in nature

## Governmental Funds

The City of Aurora accounts for Governmental Funds using the modified accrual basis of accounting. Major revenues recognized in the accounting period in which they become both measurable and available include: property tax, sales and use taxes, lodger's tax, occupational privilege tax, franchise taxes, intergovernmental revenues, interest, and charges for services. The City considers revenue available if collected within two months after year-end. Major revenues determined not to be available soon enough to pay liabilities of the current period or not objectively measurable include: special assessments, licenses, permits, fines, and forfeitures. Therefore, they are recognized in the year they are received. Expenditures are recorded when incurred with the exception of principal on long-term debt and compensated absences, which are accounted for when due.

The **General Fund** is the general operating fund of the City. It is used to account for all general financial resources. Resources are used to finance general City expenditures and to transfer to other funds as required by law or approved by the City Council.

**Special revenue funds** are used to account for revenues that are restricted or designated on specified purposes. Special Revenue Funds include:

- Abatement Fund;
- Arapahoe County Open Space Fund;
- Aurora Urban Renewal Authority (not budgeted);
- Community Development Fund;
- Community Maintenance Fund;
- Conservation Trust Fund;
- Cultural Services Fund;
- Designated Revenues Fund;
- Development Review Fund;
- Emergency Contingency Fund;
- Enhanced E-911 Fund;
- Gifts & Grants Fund;
- Parks Development Fund;
- Policy Reserve Fund;
- Recreation Services Fund; and
- TABOR Reserve Fund.

**Debt service funds** account for principal, interest, and fees incurred due to general obligation, special assessment, and certificates of participation debt of the City except those accounted for in a proprietary fund. Debt Service Funds include:

- Aurora Capital Leasing Corporation (not budgeted);
- Aurora Urban Renewal Authority Debt Service Fund (not budgeted);
- General Obligation Debt Service;
- Special Improvement District Debt Service (SID); and
- Surplus and Deficiency.

The **Capital funds** account for resources allocated for the acquisition or construction of major capital projects except those financed by special revenue and proprietary funds. Capital Funds include:

- The Capital Projects Fund (CPF);
- Aurora Capital Leasing Corporation Capital Projects Fund (not budgeted);
- Bond Proceeds Fund; and
- Building Repair Fund.

The difference between the basis of accounting and the **basis of budgeting** for Governmental Funds are as follows:

- Encumbrances are treated as expenditures in the year they are encumbered, not when the expenditure occurs.
- Grants are considered revenue when awarded, not when earned.
- Sales, use, and lodgers taxes are considered revenue when received rather than when earned.
- Project-length (continuing appropriation) budgets adopted during the year are considered to reduce funds available in the year adopted.
- Overspending of project length (continuing appropriation) budgets is considered to reduce funds available.
- Close-out of unspent project-length (continuing appropriation) budgets is considered to increase funds available.
- Proceeds from capital leases and related capital expenditures are not budgeted.
- The value received on the trade-in of fixed assets and the related capital expenditures are not budgeted.
- Changes in investment income due to recording investments at fair value are not budgeted.
- Operating transfers and the movement of funds are not synonymous. Operating transfers may or may not necessitate cash movement, and cash movement may be done without an operating transfer. They are necessary when the goal is to:
  - Move budget between departments in the same fund, the exception being a transfer of budget from Non-departmental;
  - Move budget within a department to another fund;
  - Move budget between departments and between funds; and
  - Move capital budget from one project to another, regardless of department, unless a master-subordinate relationship exists with the projects. This relationship is referenced in more detail in the Capital Funds Financial Policies Section on page J-31.

## **Proprietary Funds**

Proprietary Funds account for operations that are financed and operated in a manner similar to private business. They are accounted for on a full accrual basis of accounting. Under this

method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred. Unbilled, but earned, utility service revenues are recorded at year-end.

**Enterprise Funds** account for activities for which a fee is charged to external users for goods and services. Activities must be reported as enterprise funds if any of the following conditions exist: the activity is financed with debt that is secured solely by a pledge of revenues from fees and charges; laws or regulations require that the activity's costs, including capital costs, be recovered with fees and charges; or the pricing policies of the activity establish fees and charges designed to recover its costs, including capital costs. An enterprise fund must be able to operate self-sufficiently over time. Enterprise funds include:

- Golf Fund;
- Wastewater Fund; and
- Water Fund.

**Internal Service Funds** account for resources provided by other City funds for centralized services to City departments and agencies on a cost-recovery basis. Internal Service Funds are:

- Fleet Management Fund;
- Print Shop Fund; and
- Risk Management Fund.

The difference between the basis of accounting and the **basis of budgeting** for Proprietary Funds are as follows:

- Capital outlay is budgeted as an expenditure in the year purchased.
- Depreciation is not budgeted.
- Interest capitalized on construction projects is budgeted as interest expense.
- Proceeds from the issuance of debt are considered revenues instead of an increase in liabilities.
- Principal payments are shown as expenditures rather than reductions of the liability.
- Encumbrances are treated as expenditures in the year they are encumbered, not when the expense occurs.
- Receipts of long-term receivables are considered revenues, not reductions of the receivable.
- Proceeds from the sale of assets are recognized as revenue; however, the related gain or loss is not.
- Purchases of inventory are considered expenditures when purchased, not when sold or used.
- Debt issue and discount costs are considered to be expended when paid, not capitalized and amortized over the life of the bonds.
- Gains or losses on the early extinguishment of debt are considered to increase or decrease the funds available in the year in which they occur and are not capitalized and amortized over the life of the bonds.

- Accrued compensated absences are not considered expenditures until paid.
- Interest earned on escrowed cash and investments is not considered revenue for budget purposes.
- The gain or loss on the equity in the joint venture is not budgeted, however payments to the joint venture are budgeted as expenditures.
- Project-length (continuing appropriation) budgets are considered reductions of funds available when appropriated.
- Overspending of project length budgets is considered to reduce funds available.
- Close-out of unspent project length budgets is considered to increase funds available.
- Proceeds from capital leases and related capital expenditures are not budgeted.
- The value received on the trade-in of fixed assets and the related capital expenditures are not budgeted.
- Changes in investment income due to recording investments at fair value are not budgeted.
- Operating transfers and the movement of funds are not synonymous. Operating transfers may or may not necessitate cash movement, and cash movement may be done without an operating transfer. They are necessary when the goal is to:
  - Move budget between departments in the same fund, the exception being a transfer of budget from Non-departmental;
  - Move budget within a department to another fund;
  - Move budget between departments and between funds; and
  - Move capital budget from one project to another, regardless of department, unless a master-subordinate relationship exists with the projects. This relationship is referenced in more detail in the Capital Funds Financial Policies Section on page J-31.

## Fiduciary Funds

Fiduciary funds are used to account for assets held in a trustee capacity. They are custodial in nature. Fiduciary funds are not budgeted. The primary fiduciary fund type is the Pension Trust Fund. **Pension Trust Funds** are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, and other governments. Trust Funds include:

- Elected Officials and Executive Personnel Defined Benefit Plan (EOEP); and
- General Employee Retirement Plan. (GERP)

## General Financial Policies

### **I. General Financial Policies Applicable to All Funds**

The policies identified as general policies are applicable to all funds of the City and impact overall financial management decisions.

**A. Revenue Policies**

1. The City shall strive to maintain a balanced and diversified revenue system to protect the City from fluctuations in any one source due to changes in local economic conditions which adversely impact that source.
2. Each year the budget office will project revenues for the ensuing five years. The first year of the five-year projection will be used as the basis for the annual operating budget. The basis of the projection is disclosed in the Revenue Section of this book. The projection is consistent with management and Council direction.
3. Federal or state aid and gifts or grants will be accepted only after an assessment is made of potential cost implications.

**B. Budget Expenditure Policies**

1. The annual operating budget as accepted and appropriated by the City Council will be adhered to in the level of detail approved by Council. If necessary, supplemental appropriations can be used to modify this budget.
2. The City of Aurora budget will balance sources and uses.
3. The annual operating budget will normally provide for adequate funding of City retirement systems, adequate maintenance and/or replacement of capital plant and equipment, and adequate maintenance of an insurance fund, providing for self-insurance or using other acceptable insurance methods. If adequate funding cannot be budgeted, these differences shall be disclosed.

**C. Transfer Policies**

1. For purposes of budgeting, a transfer will be considered an operating transfer if it accomplishes the following:
  - a) Moves budget between departments in the same fund, the exception being a transfer of budget from Non-departmental, which is classified as a budget transfer;
  - b) Moves budget within a department to another fund;
  - c) Moves budget between departments and between funds; and
  - d) Moves capital budget from one project to another, regardless of department, unless a master-subordinate relationship exists with the projects. This relationship is referenced in more detail in the Capital Improvements Projects Funds Financial Policies Section on page J-31.
2. Operating transfers require Council approval.
3. Budget transfers of non-capital budget appropriations within the same department and fund, including transfers to and from the Non-departmental budget, do not require Council approval.
4. Operating transfers may or may not involve the movement of cash.

5. In some cases, for purposes of ensuring adequate disclosure of substantive appropriation changes, supplemental budget ordinances may identify as transfers certain items not technically considered operating transfers.

**D. Funds Available Policies**

1. Funds Available can be used to balance sources and uses if reasonable due diligence is made to insure that its use will not create future adverse impacts.
2. Funds Available can be transferred from one fund to another as needed, pursuant to the rules that govern the sending fund.
3. Funds Available is “designated” when Council decides that a future expected need should be funded. It is not a legal requirement. Holding funds available for a future project that is not yet encumbered is an example of this practice.
4. Funds Available is “reserved” when legal restrictions from parties outside the City restrict its use. Encumbrances are examples of this practice.
5. Reservations and designations may change as situations warrant.

**E. Investment/Cash Management Policies**

1. The City of Aurora will use pooled city cash to invest in United States government, corporate, and money market instruments. Criteria for selecting investments, using the prudent investor rule, are safety, liquidity, and yield, in that order of priority.
2. Cash and investment proceeds will be structured to utilize all available funds for investment purposes.

**F. Legal, Accounting and Auditing Policies**

1. The Charter and Code of the City of Aurora, State of Colorado statutes, and federal laws and regulations will be followed wherever they apply to the financial activities of the City.
2. The source of historical financial information about the City will be the central accounting system as operated and maintained by the Finance Department. The source of all current and future budget information, including spending plans, revenues, and expenditures, is the annual budget document.
3. The City of Aurora Internal Audit Office will audit financial controls and operational efficiencies.
4. An annual external audit will be performed by an independent public accounting firm with the subsequent issuance of a financial report and opinion.

**II. General Fund Policies**

The General Fund is used to account for the ordinary operations of the City of Aurora, which are financed primarily from taxes and other general revenues. In addition to policies applicable to all funds, the following policies shall apply specifically to the General Fund:

**A. Revenue and Expenditure Policies**

1. Unless legally designated, revenue that comes into the General Fund is considered to be for general purposes.
2. The City of Aurora will follow a policy of prompt and efficient collection of City imposed taxes.
3. The City of Aurora revenue structure will not rely solely on property taxes or other restricted and inelastic sources of revenues.
4. A reserve equal to 10 percent of the General Fund operating budget, adjusted to exclude the Capital Projects Fund transfer; transfers associated with sales tax incentives; and 2/1000-related expenditures will be held in the Policy Reserve Fund.

**III. Special Revenue Funds Financial Policies**

The City of Aurora uses special revenue funds to account for revenues from specific taxes or other restricted revenue that by law or agreements are designated to finance specific activities of city government. In addition to policies applicable to all funds, the following policies shall apply specifically to Special Revenue funds.

**A. Community Development Fund**

The Community Development Fund accounts for revenue and expenditures relating to federal grants. Community Development expenditures will be operated in accordance with general City financial policies and appropriate federal regulations.

**B. Recreation Revenue Fund**

The Recreation Fund is used to account for the financing of recreation activities and programs through General Fund subsidies, user fees, and charges for services.

1. Council, from time to time, examines the appropriateness of the relationship between revenues raised by fees compared to revenues raised by transfers of General Fund monies.
2. Increases in costs related to pay increases mandated by City policy, utilities charges, maintenance contracts, and other mandatory requirements, will generally be funded through an increase in the General Fund transfer.

**C. Conservation Trust Fund**

Revenue for the Conservation Trust Fund shall be derived from lottery receipts for financial transactions concerning the City's portion of the State of Colorado lottery income.

**D. Gifts & Grants Fund**

The Gifts & Grants Fund is used to account for revenue received for specific purposes according to appropriate laws and agreements. In addition to policies applicable to all funds, the following policies shall apply specifically to the Gifts & Grants Fund:

1. Gifts & Grants Funds will be pursued and gift and grant opportunities will be evaluated based on current and future financial implications. Gift & Grants Fund expenditures will be in accordance with the expressed or implied purpose stated in the terms of the gift or grant.
2. Revenue is recorded on the basis of a signed award.

**E. Policy Reserve Fund**

The Reserve Fund serves primarily as a financial reserve to maintain the financial strength of the City.

1. The amount in the fund represents ten percent of the total unrestricted operating expenditures of the General Fund less transfers for capital, Police 2 per 1000 reservations, and incentive payments.
2. City Council may authorize expenditures from this fund for any public purpose and may approve loans from this fund to any other fund of the City on such terms and conditions as Council deems appropriate.

**F. TABOR Reserve Fund**

The Taxpayer Bill of Rights (TABOR) Reserve Fund was created in 1999 to account for monies of the City that are reserved pursuant to the requirements of Article X, Section 20(5) of the Colorado Constitution (the TABOR Amendment).

1. Money in excess of the Fund's minimum legal requirement (3 percent of the fiscal year's spending, less transfers, refunds, gifts, and certain other expenditures) may be transferred to any other fund of the City and expended for other public purposes.
2. Expenditures from this fund may be used solely for declared emergencies and must be replenished within 365 days.
3. The City Council, upon majority vote, may approve loans from this fund to any other fund on the terms and conditions Council deems appropriate.

**G. Social Service Agency Funding Financial Policies**

Specific financial policies concerning support to outside agencies for community and human services include the City's desire to assist those outside agencies without significantly impacting the primary service responsibilities of the City of Aurora. In addition to policies applicable to all funds, the following policies shall apply specifically to Social Service Agency funding:

1. Basic responsibility for governmental support of social services rests with federal, state, and county governments.
2. City involvement in support of social or community services shall occur under the following guidelines:
  - a) The organization involved must be a nonprofit agency.
  - b) The service or program shall substantially meet a community need of Aurora citizens.
  - c) The service or program does not duplicate or significant overlap services provided by agencies currently serving the City of Aurora and will meet an identified community need.
  - d) Agencies providing assistance to City departments by servicing referred clients shall be given priority consideration for funding.
  - e) The agency sponsors agree to submit financially detailed expenditures, the number of clients served according to municipal boundaries, and ratio of resources utilized per client according to municipal boundaries.
  - f) The agency agrees to sign a formal contract with the City of Aurora stipulating amounts accepted, the scope of services to be provided to Aurora residents, and the results desired.
3. For those agencies or organizations that the Council has previously agreed to provide funding, the following general guidelines apply:
  - a) Each year the City Council will review the basic decision to provide funding to the agency. In the event that the City Council determines to continue funding of the agency or organization, any increase in such funding shall generally follow inflationary increases at a rate consistent with that applied to the general City budget; provided, however, that the City Council may modify this standard if it determines that extraordinary conditions so dictate.
4. The City Council discourages the submission of out-of-cycle budget requests for social service agencies. The only exception to this policy is requests for charitable contributions related to the purchase of tables at charitable social events. Such requests may be considered if:
  - a) The amount requested does not exceed funds set aside by Council for such purpose; and
  - b) If an individual Council member recommends the request and it is approved by the Full Council.

**IV. Capital Improvements Projects Funds Financial Policies**

The Capital Improvements Program (CIP) is a process that identifies City capital projects needed to maintain current capital assets and support new development and services.

**A. Revenue and Expenditure Policies**

1. A capital improvement project is defined as the construction, acquisition or improvement of infrastructure, facilities, or other qualifying asset that costs at least \$25,000 and which has a long-term benefit of five years or more, or extends the useful life of the improved asset by five years or more. Also included are:
  - a) Direct personnel costs associated with engineering, design, inspection, and project management. Direct supply, service, and support costs, such as those related to construction, financial services, or major procurement bidding costs may also be charged to CIP projects.
  - b) Major street renovation.
  - c) Initial purchase or replacement of computer and communications hardware, as long as the hardware has a life of more than five years. Initial purchase or replacement of computer and communications software, will also apply, as long as the software equals or exceeds \$25,000 in any given year.
  - d) Multi-organization one-time purchases/replacements of a number of similar pieces of equipment costing at least \$200,000 in total.
  - e) Vehicles costing at least \$200,000.
2. The legal level of control for a capital improvement program will be the project as defined in Section H of the budget document.
3. Any request to transfer budget from one project listed in the Capital Improvement Program Summary by Fund Department, and Project, to another project similarly listed will require approval by City Council.
4. Council authorization is not required to establish subordinate project codes that will be used to track revenues, expenditures, and budgets for components within an appropriated capital project as long as such transfers remain within a single fund and department. Council authorization is also not required for budget transfers among subordinate project codes established in this master-subsidary manner.
5. A department may not enter into a contract without sufficient appropriation to cover the contract.

**V. Enterprise Funds Financial Policies**

The enterprise funds are used to establish, finance, and account for the acquisition, operation, and maintenance of City of Aurora programs which are entirely or predominantly self-supporting by user charges or dedicated revenues. In addition to

policies applicable to all funds, the following policies shall apply specifically to the enterprise funds:

**A. Revenue and Expenditure Policies**

1. Enterprise fund revenue will be generated by the sale of goods and services or from other dedicated revenues to provide for effective operations.
2. Periodically, license, permit, and user fees will be reviewed to determine what fees should be charged to provide for sound financial policies.
3. Enterprise funds user fees shall be set at levels sufficient to cover operating expenditures, meet debt obligations, provide additional funding for capital improvements, and provide adequate levels of working capital.
4. Charges to enterprise funds for services provided by the General Fund will be based on a pro rata unit share of each enterprise fund's resource use, taking into account any offsetting no charge or reduced cost service provided by the enterprise fund to other City funds.

**VI. Internal Service Funds Financial Policies**

Internal Service funds are used to finance and account for goods and services furnished by a designated organizational program to other organizational programs within the City of Aurora fund structure. In addition to policies applicable to all funds, the following policies shall apply specifically to Internal Service funds:

**A. Revenue and Expenditure Policies**

1. Internal Service funds revenue will cover the cost of operations and will be generated by charging City of Aurora budget programs that use such services.
2. Standard rates will be reviewed periodically to determine if charges to other funds are reasonable.
3. The City will operate a risk management program to provide for protection against loss and a reduction in exposure to liability. Such program shall include an employee safety-training program to minimize financial losses to the City.

**VII. Debt Service Funds Financial Policies**

**A. Debt Policies**

1. The City of Aurora will not use long-term debt to finance operations or for repair or renovation of existing assets unless the remaining useful life following such repair or renovation is extended.

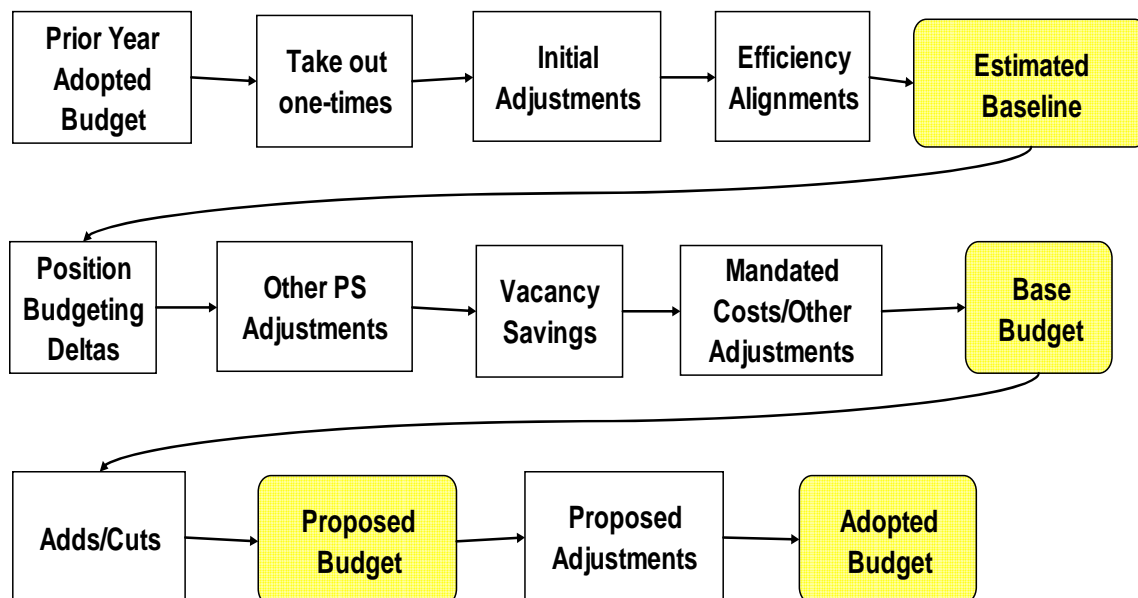
2. Debt issuance decisions should include consideration of the impact of debt service costs and net increased operations and maintenance costs resulting from projects financed with debt.
3. Both capital projects and improvements financed with debt should have a useful life equal to or exceeding the term of the final maturity of the debt issued. Lease-purchase financing will be considered when the useful life of the item is equal to or greater than the length of the lease.
4. Debt should be self-supporting whenever possible, whereby debt service payments are funded from revenues specifically dedicated to retiring the bonds.
5. The total outstanding general obligation indebtedness of the City, other than water bonds, shall not exceed three percent of the assessed valuation of the taxable property within the City.

## Policies Related to Specific Events

### I. Policies related to budget building

A. The **Budget Process** period is created each year, depending on the procedures that need to take place and the relative importance of these procedures.

B. Most **Budget Processes** will follow a flow similar to this:



C. The definitions and policies related each individual phase of the budget process are as follows:

1. **Prior year adopted budget:** The prior year adopted budget is that budget that was approved by Council during the prior year. Carryforwards, transfers, lapses, or supplementals are not included in this amount.
2. **Take out one-times:** During the creation of the prior year budget, there were items that were added into the budget on a one-time basis. That is, the expenditure was not meant to carry into the next year's budget. Those appropriations are backed out during this phase. It is the responsibility of OBFP, with department input, to back out the budgets.
3. **Initial Adjustments:** There are several types of initial adjustments, including:
  - a) Prior Year Fall Supplemental Ongoing: This is the addition of ongoing items from the previous year's supplemental. It is the responsibility of OBFP, with department input, to back out the budgets.
  - b) Program Updates: This is the physical rearranging of orgs within an F- program (FProg). (An FProg is OBFP's version of the program. An org may roll to a different FProg than it does a program, depending on how the department would like to show them.) When an org moves from one FProg to another, the history of that org also moves.
  - c) Current Year Spring Supplemental Ongoing: This is the addition of ongoing items from the current year's supplemental. It is the responsibility of OBFP, with department input, to back out the budgets.
4. **Efficiency Alignments:** This is the movement of budget from one org and account to another that results in no bottom-line change. Specific policies pertain to what accounts are allowed to move in the net zero entry process. Because they will be fully updated at another point in the budget building process, budget cannot move into or out of :
  - a) Position Budgeting (PB) forecasted personal services accounts;
  - b) Accounts included in the Zero Base Budget process;
  - c) Interfund charge accounts;
  - d) Debt related accounts;
  - e) Transfer accounts;
  - f) Allocated admin accounts;
  - g) Utility accounts, and
  - h) One-time budget requirements.
5. The sum of these four steps creates the **Estimated Baseline**.
6. **Position Budgeting Deltas:** Position Budgeting (PB) is the tool used to create line item personal services budgets. The position budgeting delta is the amount of difference between the Estimated Baseline and the amount the PB system calculates for each position. The PB system does not calculate every personal services account. Changes in non-PB related accounts are placed in

the next phase, Other Personal Services Adjustments. Policies specific to FTE budgeting are found in a later section.

7. **Other Personal Service Adjustments:** Personal Service cost changes not related to the PB system are entered in this phase.
8. **Vacancy Savings:** Several departments have vacancy targets, which is budgeted personal services savings not usually tied to a specific position. It is primarily used in large departments that have normal turnover throughout the year. If possible, departments are encouraged to not have vacancy savings.
9. **Mandated Costs / Other Adjustments:** Mandated costs are those items where the City has “no choice” but to fund the costs.
  - a) Examples include:
    - i. Utilities costs increases driven by rate changes, not costs driven by increased use
    - ii. Increased risk charges
    - iii. Changes in subsidies and overhead charges driven by mandated costs or base personal services increases
  - b) OBFP calculates most of these items. Utilities, Internal Services, and Human Resources are especially important here
  - c) The Budget Office will work with departments on items that the department believes qualify as baseline additions versus those that need to be shown as adds.
10. The **Estimated Baseline** plus the sum of the four previous steps creates the **Base Budget**. As a matter of policy, City Council is not presented the detail behind the previous steps, but the detail must be available upon request.
11. **Adds/Cuts:** Those budget changes that are not mandated costs (i.e. “choice” items) are entered into the budget as adds and cuts. City Council is presented with a list of these adds and cuts.
12. The **Estimated Baseline** plus the Adds/Cuts creates the **City Manager’s Proposed Budget**, of which the Council deliberates at the October workshop. The proposed budget is the culmination of all of the earlier phases.
13. **Proposed Adjustments:** During City Council’s October workshop, any changes that City Council wishes to make from the Proposed Budget are entered into this phase.
14. The **Proposed Budget** and the Proposed Adjustments create the **Adopted Budget**. This budget is approved by ordinance and entered into IFAS upon formal Council approval.

## **II. Policies Related to Spring and Fall Supplementals (AKA Amendments):**

- A. Supplementals are normally done twice a year, one in the spring, and one in the fall.

- B. The purpose of a supplemental is to give departments the ability to modify their current working budget to take into account things that were not known at the time of the creation of the approved budget.
- C. In the months prior to supplemental entry, OBFP will keep a tickler file with details about possible amendments.
- D. Supplemental entry will be done in BMS.
- E. A Supplemental must be requested if:
  - 1. The supplemental will increase the budget of a department within a fund.
  - 2. The supplemental is associated with an operating transfer of funds available from one fund to another.
  - 3. The supplemental moves budget authority between two departments, regardless of whether or not they are in the same fund, with the exception of Non-departmental.
  - 4. The supplemental moves budget authority between two capital projects, unless a subordinate relationship exists between the projects.
  - 5. The supplemental involves significant lapses of budget appropriation, as defined by the budget officer.
- F. **Line Items:** The line items of every Supplemental will be comprised of the following types:
  - 1. **New Appropriation:** This is an increase to the budget not from operating transfers. Most supplementals are new appropriations. An org and account is necessary for a new appropriation. A new appropriation must be a positive number.
  - 2. **Operating Transfers:** This is a change to the budget associated with a movement of funds available across funds. A transfer out org and account on the sending side, as well as a transfer in org and account on the Offset tab for the receiving side, is necessary for a this appropriation. Bullet G, Offsets, will have more information on this.
  - 3. **Lapse:** This is a decrease to the budget not from operating transfers. An org and account is necessary for a lapse. A lapse must be a negative number.
  - 4. **Payment to a City Funded Entity:** This is a line item pertaining to the transfer of funding to a non-budgeted City Funded Entity (CFE). A transfer out org and account is necessary for this appropriation.
  - 5. **No Appropriation – Revenue Only:** This is a line item with an amount of zero for the supplemental that includes a revenue offset with no corresponding appropriation. The revenue org and account must be entered as an offset for this type. Bullet G, Offsets, will have more information on this.
- G. **Offsets:** An offset is that amount of the add that will not affect the fund's bottom line, as any expenditure change will be covered by revenue changes or transfers of previously appropriated budget. Revenue that will offset the expenditure supplemental must be entered, when applicable. Offsets can be comprised of the following types:

1. **New Revenue:** The supplemental will be at least partially funded by new revenue. An org and account for the new revenue is necessary for a new revenue offset.
  2. **Operating Transfers:** The supplemental will be at least partially funded by an operating transfer. An org and account for the operating transfer is necessary for this offset. As noted above, a transfer out org and account on the sending side is also necessary.
- H. **Special Cases:**
1. Transferring budget authority from one capital org to another will be shown as a lapse (decrease) in the sending org and a new appropriation (increase) in the receiving org.
- I. **Net bottom line impact:** This is the difference between the amendment and the offset. This is the amount that the funds available will change, if the supplemental is approved.
- J. If two supplementals are related in that for one to be approved, the other must be approved, they will be linked in the BMS system and shown to City Council as one supplemental.
- K. After the supplemental list has been checked for accuracy and readability, it is sent to the Deputy City Managers for approval. The Budget Office and the Deputy City Managers reserve the right to delete, add, or modify supplementals prior to the Supplemental ordinance being sent to City Council.
- L. Once the DCM's approve the supplementals, the entire supplemental ordinance is created. The ordinance is composed of :
1. The routing slip
  2. The agenda form
  3. The ordinance
  4. The supplemental backup material (from BMS)
- M. Supplementals are presented to City Council during a special study session, then at the regular Council meeting for the first and second readings.
- N. OBFP will upload the org and account information into the IFAS system after the first reading, unless the political climate surrounding the supplemental is such that the approval of the supplemental by City Council cannot be reasonably expected.





# **Debt ★ Management ★**



## Debt Management

The City of Aurora, like other communities, must provide new and expanded capital improvements to enable the City to maintain and expand services as the City grows. Most of these improvements are streets, parks, and public facilities that have high costs and serve the City for many years.

There are two basic approaches to pay for these improvements. With the first approach, generally known as pay-as-you-go financing, the City uses current revenues (cash) as the primary source of funds for capital improvement projects. The second approach to fund capital improvements involves the use of debt financing. Debt financing is an especially suitable means to pay for projects that are needed to support additional infrastructure generated by growth. Debt financing allows construction of improvements at a more opportune time, rather than delaying projects until enough current revenues and fund balances are available. Project costs are more fairly distributed to the users over the useful life of the improvements with the debt financing approach.

### Types of Debt

The City Charter authorizes the types of bonded indebtedness the City can incur. The City Charter requires voter approval of general obligation debt, even if no new tax is required to repay the debt. Revenue debt, which is payable from enterprise funds, does not require voter approval.

#### General Obligation Bonds

These bonds are generally issued for improvements such as infrastructure projects including streets, parks, and public buildings. General Obligation bonds are backed by the full faith, credit, and taxing power of the City.

#### Revenue Bonds

These bonds are mainly associated with capital improvement projects associated with the Water, Sewer, and Golf enterprises of the City. A dedicated stream of revenues (net of operating expenses) is pledged to pay both the principal of and interest on the revenue bonds. Typically, enterprise funds are the only funds that generate sufficient revenues to support the repayment of debt over a reasonable period.



**Development Revenue Bonds**

These are bonds that promote business or other economic activity. They are paid solely from the revenues derived from the private enterprise for which the bonds were issued. They do not constitute an obligation of the City.

**Refunding Bonds**

Bonds issued to prepay outstanding bonds of the City are refunding bonds. When interest rates are at levels that are lower than the rates of bonds currently outstanding, the City may issue refunding bonds.

**Special or Local Improvement District Bonds**

These bonds enable construction of improvements within a designated district(s) of the City whereby the improvements confer special benefits on the real property within the districts and general benefits to the City at large. Revenues generated from special assessments collected from property owners within the districts are used to pay both the principal of and interest on the bonds.

**Tax Increment Revenue Bonds**

Tax increment revenue bonds finance the construction of public improvements within an urban renewal area established by the City. The incremental revenues generated within the boundaries of the tax increment district within an urban renewal area following its establishment are dedicated to paying the principal of and interest on the bonds.

**Debt Guidelines**

A goal in managing debt is to maintain or enhance the City's bond rating determined by the rating agencies (Moody's and Standard & Poor's). The guidelines below help ensure the goal is met and that debt is used only for highly justified purposes.

**Fiscal Impact and Limitations of Debt Use**

Debt issuance decisions should include consideration of the impact of debt service costs and net increased operations and maintenance costs resulting from projects financed by debt. Debt should not be used for current operations or for repair or renovation of existing assets unless the remaining useful life following such repair or renovation is extended.

**Minimum Useful Life**

Both capital projects and improvements financed with debt should have a useful life equal to or exceeding the term of the final maturity of the debt issued.

**Self-Supporting and Inter-fund Loans**

Debt should be self-supporting whenever possible, whereby debt service payments are funded from revenues specifically dedicated to retiring the bonds. Inter-fund loans between City funds are periodically approved by City Council.

**Current Status**

As of November 30, 2006, the authorized and issued amount of outstanding debt issues by the City and City-affiliated entities was \$583.6 million, and the projected principal balance remaining on December 31, 2006 is \$496.5 million. Principal payments in 2007 total \$25.9 million.

**Recent Debt Financing**

In 2006, the City issued \$57,790,000, First-Lien Sewer Improvement Revenue Bonds, Series 2006, to finance improvements to its Sewer Utility Enterprise. The City also issued \$20,290,000, 2006 Refunding Certificates of Participation Series A-1, and \$60,915,000, 2006 Refunding Certificates of Participation Series A-2 through the Aurora Capital Leasing Corporation (ACLC) to refinance the outstanding Certificates of Participation Series 2000. The Series A-2 Certificates of Participation were issued as floating rate notes, and the City simultaneously entered into an interest rate hedging contract to create a synthetic fixed rate obligation. The Series 2000 Certificates of Participation financed the construction of the Aurora Municipal Center.

**Legal Debt Margin**

The City Charter requires that the total outstanding general obligation indebtedness of the City, other than water bonds, shall not at any time exceed three percent of the assessed valuation of the taxable property within the City. The City's general obligation bonds, other than water bonds, are limited to maturities of 15 years from date of issue. Water bond maturities are specified by the ordinance authorizing issuance of the bonds.

The City's estimated legal debt margin as of December 31, 2005 is \$76.9 million.

**Bond Ratings**

The City's credit ratings, assigned by the bond rating agencies, are a determinant of successful debt financing. It is the City's goal to achieve high credit ratings for its bonds, due to the benefits they provide. Strong ratings enhance the City's overall reputation through its demonstrated financially sound position. High ratings result in lower interest rates on funds borrowed, which in turn means lower costs to the taxpayer. High ratings also help ensure that the City's bonds are attractive investments in the bond market.

The City's general obligation credit ratings as of November 2006 are “Aa2” from Moody's and “AA” from Standard & Poor's. The following table demonstrates how these ratings stand within the range of ratings of each rating agency.

<b>Moody's and Standard &amp; Poor's Credit Ratings for Municipal Bonds</b>		
<b>RATING</b>		<b>DESCRIPTION</b>
<b>Moody's (1)</b>	<b>Standard &amp; Poor's (2)</b>	
Aaa	AAA	Best quality, extremely strong capacity to pay principal and interest.
Aa	AA	High quality, very strong capacity to pay principal and interest.
<b>Aa2</b>	<b>AA</b>	<b>City of Aurora General Obligation Credit Rating.</b>
A	A	Upper medium quality, strong capacity to pay principal and interest.
Baa	BBB	Medium grade quality, adequate capacity to pay principal and interest.
BA and Lower	BB and Lower	Speculative quality, low capacity to pay principal and interest.

(1) Moody's uses a "1", "2", or "3" ratings category modifier to differentiate those bonds within a single rating category. For example, a rating of A1 signifies a slightly higher quality than A2.

(2) Standard & Poor's attaches a "+" or "-" to indicate slight variation within the rating groups. For example, AA- indicates a credit rating better than A but less than AA.

## 2007 Adopted Budget

## Appendix 6 – Debt Management

City Funds	Authorized and Issued	12/31/06 Balance	2007 Principal Payment
<b>General Fund Bonds</b>			
1999 Sports Park (1999 Issue)	\$ 17,470,000	\$ 11,580,000	\$ 1,205,000
<b>General Obligation Bonds</b>			
2003 Public Safety Refunding Bonds of:	2,530,000	1,310,000	425,000
2000 Public Safety Bond	16,360,000	11,220,000	1,015,000
2000 Parks and Open Space Bond	16,100,000	11,045,000	995,000
2000 Library Facilities Bond	17,640,000	12,105,000	1,095,000
1998 Alameda/I-225 Interchange	10,000,000	5,160,000	765,000
<b>Total General Fund/Obligation Bonds</b>	<b>80,100,000</b>	<b>52,420,000</b>	<b>5,500,000</b>
<b>Special Assessment</b>			
2005 SID 2-03 (Dam West)	1,140,000	1,055,000	85,000
<b>Total Special Assessment</b>	<b>1,140,000</b>	<b>1,055,000</b>	<b>85,000</b>
<b>Golf Fund</b>			
2005 Saddle Rock Refinancing Bond	4,625,000	3,945,000	375,000
2004 Aurora Hills Irrigation Revenue Note	1,125,000	594,032	229,644
<b>Total Golf Fund</b>	<b>5,750,000</b>	<b>4,539,032</b>	<b>604,644</b>
<b>Wastewater Fund</b>			
2006 First Lien Sewer Revenue Bonds	57,790,000	57,790,000	-
1999 CWR & PDA Sewer Bond	24,124,366	14,059,091	1,577,073
<b>Total Wastewater Fund</b>	<b>81,914,366</b>	<b>71,849,091</b>	<b>1,577,073</b>
<b>Water Fund</b>			
2005 CWRPDA 1st lien Water Revenue Bonds	100,000,000	100,000,000	-
2004 Water Rights Purch. Note - Rocky Ford II	8,280,091	6,496,809	891,641
2004A 2nd Lien Water Revenue Bonds	40,000,000	40,000,000	-
2003A First-Lien Water Revenue Bonds	55,860,000	50,765,000	2,625,000
2003 GO Water Refunding Bonds	62,775,000	43,910,000	6,635,000
1999 CWR & PDA Water Bond	14,999,899	8,796,005	982,104
1999 Water Rights Purchase Notes B-1 (Stanley)	253,987	76,197	25,399
1999 Water Rights Purchase Notes B-2 (Burt)	249,125	74,737	24,912
<b>Total Water Fund</b>	<b>282,418,102</b>	<b>250,118,748</b>	<b>11,184,056</b>
<b>City Funds Totals</b>	<b>\$ 451,322,468</b>	<b>\$ 379,981,871</b>	<b>\$ 18,950,773</b>
<b>City Affiliated Entities</b>			
<b>Aurora Capital Leasing Corporation (ACLC) COPs</b>			
2006 A-1 ACLC Refunding of Series 2000	20,290,000	18,550,000	1,010,000
2006 A-2 ACLC Refunding of Series 2000	60,915,000	60,915,000	-
2005 ACLC Open Space and Street Imp	23,395,000	19,915,000	2,105,000
2002 ACLC Public Safety Equipment	15,380,000	10,645,000	1,590,000
2004 ACLC Refunding C.O.P.s	8,750,000	5,755,000	1,580,000
<b>Total ACLC</b>	<b>128,730,000</b>	<b>115,780,000</b>	<b>6,285,000</b>
<b>Aurora Urban Renewal Authority (AURA)</b>			
1996 Tax Increment Financing Refunding Bonds	3,580,000	710,000	710,000
<b>Total AURA</b>	<b>3,580,000</b>	<b>710,000</b>	<b>710,000</b>
<b>City Affiliated Entities Totals</b>	<b>\$ 132,310,000</b>	<b>\$ 116,490,000</b>	<b>\$ 6,995,000</b>

## Interfund Loans

Periodically, the City authorizes and makes internal loans between funds. These loans are normally made to enable the City to accomplish a capital improvement project using an internal source of funds. This method enhances the City's responsiveness to accomplish needed projects in a cost-effective manner, and minimizes delays that would otherwise occur while accumulating sufficient current funding sources. An interfund loan and its terms can only be established by City Council.

### Types:

There are two types of interfund loans: a "formal" loan and a "budget" loan.

A **formal loan** is established by ordinance with specific terms and reflected in accounting records as a loan. These loans usually involve an enterprise fund.

A **budget loan** is authorized by City Council and documented in the budget document. They are reported as an operating transfer from the loaning fund and an operating transfer to the borrowing fund. Loan terms may or may not be specified.

The chart below summarizes the status of formal loans between funds as of December 31, 2005.

INTERFUND LOANS											
Loan Description	Amount of Loan	Loan Type	Borrowing Fund	Loaning Fund	Term (Years)	Loan Date	12/31/06 Balance	2007 Payment	12/31/07 Balance	Note	Last Payment
City Match for Bioscience Facility (FRA)	\$1,150,000	Formal	FRA	CPF	15	1999	\$1,090,487	(\$137,189)	\$953,298	1	2014
Fitzsimons Golf Course Loan (FRA)	\$245,935	Formal	FRA	Golf	10	2004	\$181,991	(\$23,042)	\$158,949	1	2013
Murphy Creek Golf Course Construction Loan; draws as required	\$6,400,000	Formal	Golf	Sewer	18	1995	\$4,864,000	(\$256,000)	\$4,608,000	-	2013

#### NOTE:

1. Interest during first 5 years accumulates as principal; repayment occurs during years 6-15 at average rate on earnings.

## Computation of Legal Debt Margin

The Computation of the Legal Debt Margin determines the Charter limit on debt the City can undertake. The City can have outstanding debt equal to no more than three percent of the City's total assessed valuation. Certain deductions to outstanding debt are allowed, including: voter-approved debt, general obligation water bonds, capital lease obligations, revenue bonds, and special assessment bonds. The following table contains the Computation of Legal Debt Margin.

<b>Computation of Legal Debt Margin</b>			
Estimated as of December 31, 2005			
Assessed Valuation:			
Arapahoe County	\$	2,223,143,550	
Adams County		487,883,880	
Douglas County		81,270	
Total	\$	<u>2,711,108,700</u>	
Debt Limit - Three (3) percent of assessed valuation			<u>\$ 81,333,261 (a)</u>
Amount of debt outstanding:			
Total bonded debt	\$	333,450,128	
Other debt		<u>125,693,870</u>	
Total			<u>\$ 459,143,998</u>
Less Net Assets in debt service funds	\$	1,484,328	
Other deductions allowed by law:			
General obligation bonds exempt from limit	\$	39,050,000 (b)	
General obligation water bonds		51,635,000	
Capitalized lease obligations		2,017,221	
Certificates of Participation		116,165,000	
Revenue Note		813,595	
Water rights and other contracts payable		6,698,054	
Revenue Bonds:			
General Fund		12,730,000	
Sewer		15,598,486	
Water		203,091,642	
Golf		4,310,000	
Special Assessment		<u>1,140,000</u>	
Total Deductions			<u>\$ 454,733,326</u>
Total amount of debt applicable to debt limit			<u>\$ 4,410,672</u>
Legal Debt Margin			<u>\$ 76,922,589 (c)</u>

(a) Computation does not include assessed valuation of tax increment financing district or related debt outstanding.

(b) These bonds are exempt from the general obligation debt limit by voter approval and per Sections 11-19-1 of the City Charter.

(c) Article X, Section 20(4)(b) of the Colorado Constitution requires the City to receive voter approval in advance for the creation of any multiple fiscal year direct or indirect debt or other financial obligation regardless of whether or not the City is at its legal debt margin. Voter approval of additional debt includes a provision exempting the new debt from the debt margin. Consequently, the computation of the City's legal debt margin has little real significance. Enterprises as defined in Article X, Section 20(2)(d) of the Colorado Constitution, are not required to receive voter approval. An "enterprise" is a City-owned business authorized to issue its own revenue bonds and receiving under 10% annual revenues in grants from all Colorado state and local government combined.





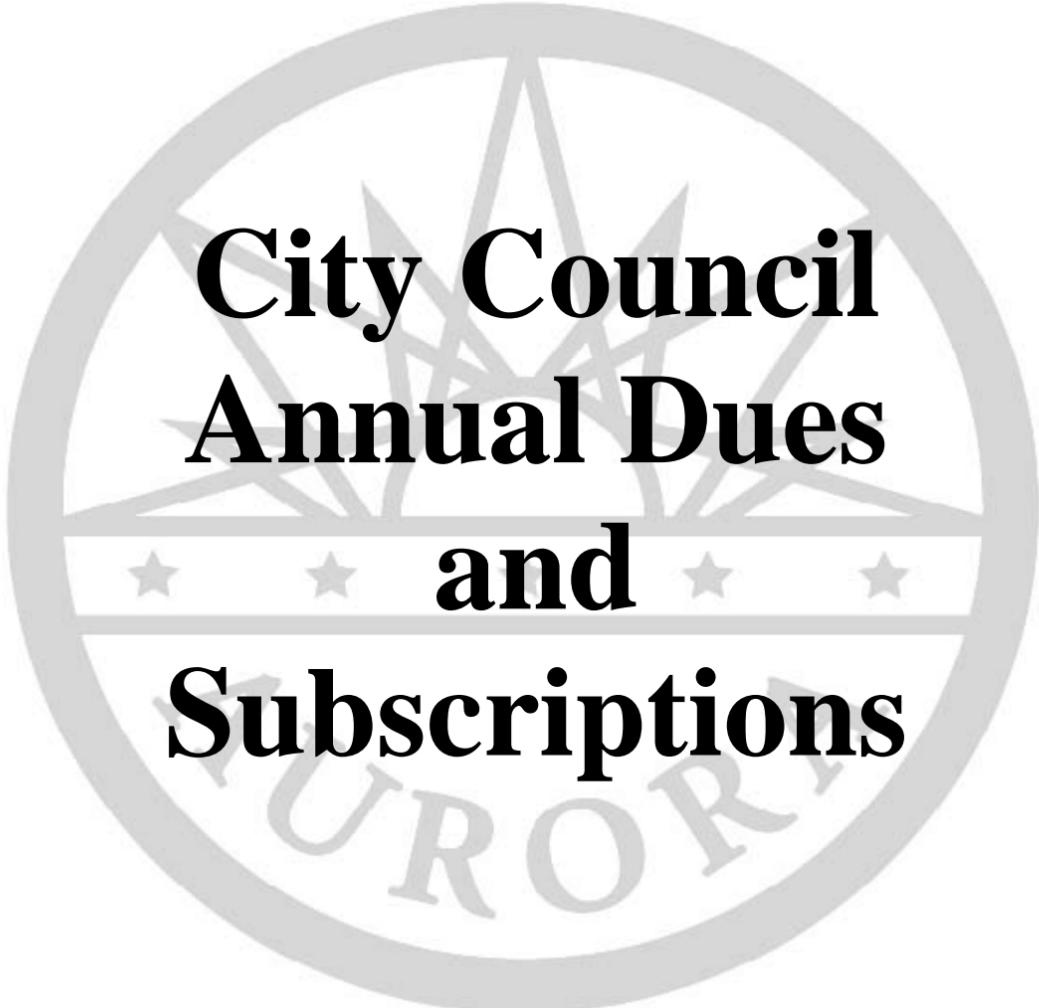
# **Operating Transfers**



### Schedule of Annual Operating Transfers

Operating Transfer Out		Operating Transfer In		Comments
Fund Name	2007 Adopted	Fund Name	2007 Adopted	
General Fund	5,924,213	ACLC Fund	5,924,213	AMC lease payment (\$5,633,000), lease payment for fire trucks (\$291,213)
General Fund	276,148	Community Development Fund	276,148	City Match for HOME grant
General Fund	18,058,610	Capital Projects Fund	18,058,610	100% of building, material, and other use taxes, 4% of all other General Fund revenue, less transfers and amounts reduced per Council approval
General Fund	1,106,654	Cultural Services Fund	1,106,654	Annual transfer to Cultural Services Fund
General Fund	1,761,100	Debt Service Fund	1,761,100	To cover debt service for Sports Park
General Fund	4,784,396	Designated Revenue Fund	4,784,396	Visitors Promotion Advisory Board (\$282,925), Eagle Bend (\$42,646), Hampden Town Center (\$1,019,297), Aurora City Place (\$1,469,331), Aurora Mall (\$1,836,888), Gander Mountain (\$48,809), GM (\$36,500), Merrick (\$46,000), Sister Cities Support (\$2,000)
General Fund	623,069	Policy Reserve Fund	623,069	Funding to cover 10 percent Policy Reserve and 3 percent TABOR Reserve Fund.
General Fund	5,348,804	Recreation Fund	5,348,804	Annual transfer to Recreation Fund
Arapahoe County Open Space Fund	1,196,665	ACLC Fund	1,196,665	Debt Service Payment for Certificates of Participation (COPs) Acquisitions
Aurora Urban Renewal Authority	250,000	General Fund	250,000	Funding to cover AURA operations
Aurora Urban Renewal Authority	1,000,000	Designated Revenues Fund	1,000,000	Portion of Aurora Municipal Center lease payment
Capital Projects Fund	2,133,800	Building Repair Fund	2,133,800	Annual transfer for major repair projects
Capital Projects Fund	200,000	Cultural Services Fund	200,000	Art in Public Places Transfer
Capital Projects Fund	1,710,000	Enhanced E911 Fund	1,710,000	For 800 MHz Radio debt service
Designated Revenue Fund	2,034,331	ACLC Fund	2,034,331	\$565,000 Portion of AMC lease payment, \$1,469,331 Aurora City Place Debt Service
Designated Revenue Fund	300,370	Capital Projects Fund	300,370	Repayment of Smoky Hill Bridge Costs
Designated Revenue Fund	20,000	General Fund	20,000	Art District Loan Program Fund Balance to support General Fund
Development Review Fund	1,725,598	General Fund	1,725,598	Payment to General Fund for overhead and indirect costs
Development Review Fund	381,000	Designated Revenue Fund	381,000	Funding for Aurora Economic Development Council, the Adams County Economic Development agency and the Northern Aurora Business Association.
Emergency Contingency Fund	36,000	General Fund	36,000	Transfer of interest for Police recruitment bonuses
Enhanced E911 Fund	1,705,482	ACLC Fund	1,705,482	800 MHz radio expansion lease payments
Fleet Fund	75,000	General Fund	75,000	General Fund portions of fleet auction proceeds
Policy Reserve Fund	50,468	TABOR Reserve Fund	50,468	Transfer Policy Reserve interest to support TABOR Reserve Fund shortfall
Recreation Fund	1,140,000	General Fund	1,140,000	For Sports Park operations
<b>Total Transfer Out</b>	<b>\$51,841,708</b>	<b>Total Transfer In</b>	<b>\$51,841,708</b>	





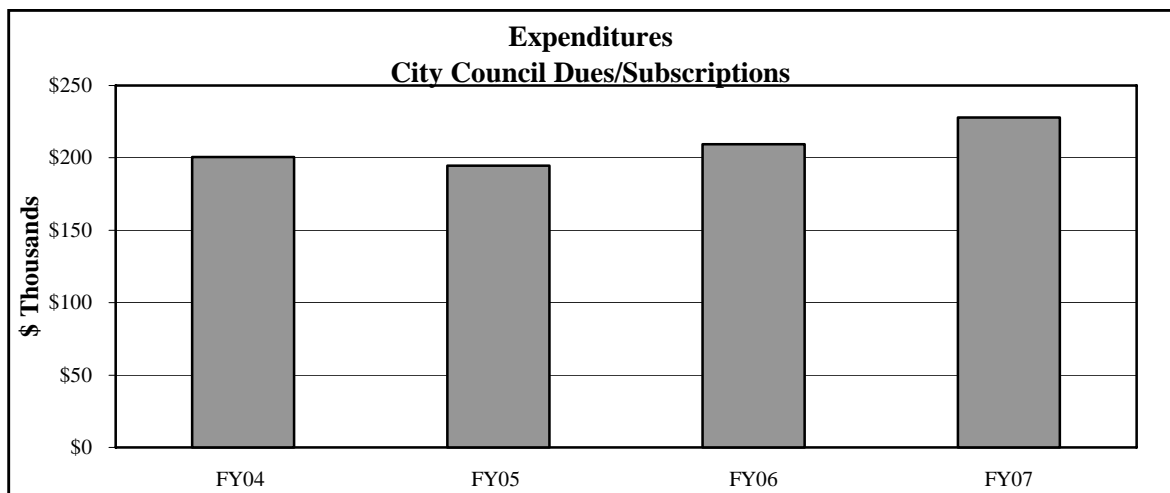
**City Council  
Annual Dues  
and  
Subscriptions**



## City Council Annual Dues/Subscriptions

City Council approves membership, via dues and subscriptions, in many outside governmental entities. Through the City's membership in such organizations as the Colorado Municipal League, the U.S. Conference of Mayors and the Aurora Chamber of Commerce, the City and City Council support the continuing efforts of local and regional agencies in working closely together in the best interests of local government. Funds for these activities are received from the General Fund.

	2004 Actual	2005 Actual	2006 Projection	2007 Adopted
DRCOG	\$ 51,200	\$ 49,600	\$ 55,300	\$ 55,300
CML	94,010	97,010	100,010	103,010
Aurora Chamber	3,650	3,605	3,713	3,800
NLC	12,544	13,043	13,565	13,600
I-70 Corridor Chamber (REAP)	-	-	-	-
NOISE	2,310	2,750	2,750	2,750
SEBP	4,000	-	-	-
U.S. Conference of Mayors	-	-	-	16,506
Regional Air Quality	10,000	10,000	10,000	10,000
Transit Alliance	7,000	-	-	-
Metro Mayors	12,500	16,500	20,000	20,000
Miscellaneous	1,807	569	1,807	1,807
<b>Subtotal Dues/Subscriptions</b>	<b>\$199,021</b>	<b>\$193,077</b>	<b>\$207,145</b>	<b>\$226,773</b>
Armed Forces Luncheon	1,500	1,500	1,500	1,500
<b>Total Expenditures</b>	<b>\$200,521</b>	<b>\$194,577</b>	<b>\$208,645</b>	<b>\$228,273</b>







# **Glossary**



## Glossary of Terms

**Accounting System:**

An accounting system is the total set of records and procedures that are used to record, classify, and report information on the financial status and operations of the city. The City of Aurora uses an accounting system called IFAS.

**Accrual, Modified:**

Under the modified accrual basis of accounting, revenues are recognized when earned and expenses are recorded as incurred.

**Administrative Fees:**

Administrative Fees is an umbrella term for all fees and charges assessed by City operations for services provided. Fees and charges are reviewed each year by the departments. Revisions may be recommended based on City Council guidance, cost of services, and other factors. The City Manager approves administrative fees each year.

**Adopted Budget:**

An Adopted Budget is the City Council approved financial plan for the ensuing year.

**Art in Public Places (AIPP):**

The Capital Improvement Program provides funding for the City's Art in Public Places program which was established in 1993. Generally, an amount equal to one percent of the construction cost of a capital project is dedicated to the program for the acquisition and maintenance of public art.

**Amended Budget:**

The Amended Budget is the adopted budget, including any changes that occurred per ordinance during the year. This budget would not include carryforwards or non-ordinance related transfers or lapses.

**Appropriation:**

An appropriation is an authorization made by the City Council that permits City officials to incur obligations against and to make expenditures from governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period. In practical terms, a department's total appropriation cannot legally be exceeded.

**Appropriation Ordinance:**

An Appropriation Ordinance is an ordinance passed by City Council that authorizes an expenditure of a designated amount of public funds for a specific purpose. Typically, appropriation ordinances are passed for the annual budget authorization, a spring supplemental appropriation, and a fall supplemental appropriation.

**Baseline Budget:**

A department's baseline or target budget amount is set by the City Manager at the initiation of the budget development process. While the total amount of all requirements may exceed the amount available in the target budget, the most critical requirements must be included within the target amount.

**Baseline Budget Adjustment:**

A baseline adjustment can represent either an increase or decrease to the target budget. A target budget adjustment is prepared as a stand-alone proposal and may include every applicable class; e.g., personal services, supplies, etc. Target budget adjustments may either be included or excluded in the Manager's proposed budget to City Council.

**Bond:**

A bond is a long-term written promise to repay (debt) a specified amount of money (the face amount of the bond) on a pre-determined date (the maturity date). In addition, periodic interest payments must be made throughout the life of the bond. Bonds are typically used for long-term debt to pay for specific capital expenditures.

**Building Repair Fund (BRF):**

The Building Repair Fund provides funding for major repair of City facilities such as the repair and maintenance of roofs, signage, lighting, floor repair and carpet replacement, interior/exterior painting, HVAC system replacements, and electrical distribution repair.

**Budget Class:**

The budget class is the "parent" budget level of a related group of budget sub-objects. The total of the related sub-objects represents the budget class. For example, the budget class "Salary Driven Benefits" is made up of several pension sub-objects and two FICA sub-objects.

**Budget Category:**

The budget category is the "parent" budget level of a related group of budget classes. The total amount of the related budget classes represents the budget category. For example, the budget category "Salaries & Benefits" is made up of all budget classes for personal services -- Regular Salary, Salary Driven Benefits, Non Salary Driven Benefits, Temporary Compensation, Overtime, and Special Pay.

**Budget Coordinator (DBC or BC):**

The Budget Coordinator is the department director's representative in budget matters. The DBC assists the director in all phases of budget development and execution.

**Budget Transfer:**

A transfer of funds from one program to another is called a budget transfer. A "Budget Transfer Request" form is used to request and document transfers between programs. Monies cannot be transferred between departments, between Council-approved capital projects, or between funds without City Council approval.

**Building Repair Fund (BRF):**

The Building Repair Fund is a fund established to provide for major ongoing repair and maintenance of the City's facilities.

**Capital Budget:**

Allocates existing funds and anticipated revenues for the development and improvement of facility and infrastructure projects of \$25,000 or more. All projects must have a long-term benefit of at least five years.

**Capital Improvement Program (CIP):**

The Capital Improvement Program is a proposed schedule for five years of anticipated expenditures to construct or acquire needed capital infrastructure and/or facilities. Projects in the first year of the plan are fully funded in the budget year; projects in years two (2) - five (5) are planned for future funding. The plan is updated annually.

**Capital Projects Fund (CPF):**

The Capital Projects Fund is a fund established to provide for all general government infrastructure and facilities including streets, parks, information systems, and facilities.

**City Manager's Proposed Budget:**

The proposed budget is presented to City Council by the City Manager. It is the cumulative result of the City Manager's review and decisions regarding department target budgets, non-departmental items, and selected target budget adjustments.

**Contingency:**

A contingency is a budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Conservation Trust Fund (CTF):**

Pursuant to Colorado law, the Conservation Trust Fund (CTF) is to be used for the acquisition, development, and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes on any public site. The primary source of revenue is Lottery proceeds distributed by the State of Colorado.

**Debt Service:**

Debt Service is the cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

**Debt Service Fund:**

The Debt Service Fund was established to accumulate resources to pay the principle, interest, and agency fees on long-term debt.

**Department:**

A department is the basic organizational unit of city government that is functionally unique in its delivery of services.

**Designated Funds Available:**

Designated Funds Available are those portions of total funds available that must be spent for a particular purpose.

**Deficit:**

An excess of expenditures over revenues for any given year is a deficit.

**Employee Performance Management Program (EPMP):**

The Employee Performance Management Program is the City's system for evaluation of career (non-uniform) employees.

**Encumbrance:**

The legal commitment of appropriated funds to purchase an item or service is an encumbrance. To encumber funds means to set aside or commit funds for a future expenditure.

**Enterprise Funds:**

Enterprise Funds were established to manage operations that are (a) financed and operated in a manner similar to private business and are predominantly supported by user charges; or (b) where Council has decided that periodic determination of revenue earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

**Estimated Budget:**

An estimated budget includes the budgeted expenditures for the current year, less encumbrances. This is primarily used in the fund summaries.

**Expenditure:**

An expenditure is the actual spending of funds for goods, services, or other designated purposes.

**Expenditure Summary:**

An expenditure summary details the highest level analysis of expenditures presented in the budget.

**Fiscal Year:**

The 12-month period which represents the City's budget year is a fiscal year. Upon completion of the fiscal year, the results of operations and the financial position are determined. The City's fiscal year is January 1 through December 31.

**Full-Time Equivalent (FTE):**

The FTE value is based on the number of hours per week an employee works. Generally an employee who works 40 hours per week is considered as one FTE. *Note: The standard hours per week for a firefighter are 56.15 hours.*

**Functions:**

Groups of interdependent closely related services or activities contributing to a common objective are called functions.

**Fund:**

A fund is an independent fiscal and accounting entity with a self-balancing set of accounts.

**Funds Available for Appropriation:**

Funds are available for appropriation and expenditure by designated City departments.

**General Obligation Bond:**

A General Obligation Bond is issued upon direction of City Council and requires approval in a City election. The City's general obligation bonds have a maturity of no more than 15 years. The bonds are repaid from general revenues of the City or from specific sources approved by voters.

**Gifts & Grants Fund:**

The Gifts & Grants Fund is a fund which was established to account for all types of gifts and grants received by the City for operating programs and capital improvement projects. Gifts and grants are generally received from other governments or private sources.

**Goals and Objectives:**

Goals and Objectives describe the strategic vision as approved by Council.

**Golf Fund:**

The Golf Fund is an enterprise fund established for City golf activities.

**Grant:**

A grant is a contribution by the State, Federal government, or other organization to support a particular function.

**Internal Service Funds:**

The Internal Service Funds were established to facilitate the management of goods and services furnished by one department to other departments within the City on a cost reimbursement basis.

**Legal Debt Margin:**

The City can have an outstanding legal debt margin equal to no more than three percent of the City's total assessed valuation. Certain deductions to outstanding debt are allowed, including voter-approved debt, general obligation water bonds, capital lease obligations, revenue bonds, and special assessment bonds.

**Master Capital Project:**

The master capital project is the legal level of control for a capital appropriation and is the level at which City Council approves the capital budget. The related master org is a "budget only" org under which multiple related capital subsidiary projects may exist.

**Mill:**

A mill is a unit used in property tax assessment. One mill is equal to 1/1000 of a dollar and is multiplied by the taxable value of property to determine the total amount of property tax due.

**Operating Budget:**

The Operating Budget includes portions of the budget pertaining to daily operations that provide basic governmental services. Also included are appropriations for expenditures such as personal services, fringe benefits, commodities, services, and transfers.

**Operating Transfer:**

An operating transfer moves monies between budgeted funds as shown in the fund summaries. Operating transfers cannot be transferred between departments, between Council-approved capital projects, or between funds without City Council approval.

**Park Development Fund:**

The Park Development Fund was established to provide for the development of park facilities in newly developed areas of the City. Funds are contributed by developers in accordance with agreements with the City.

**Performance Measures:**

Performance Measures are specific quantitative measures of work performed within a City program.

**Program Budget:**

The Program Budget includes goals, objectives, significant changes, and expenditures of a program. They are presented in the budget document by department, with a department summary preceding all programs.

**Program:**

A program is the organizational level at which operating funds are budgeted. In many departments, the program is the lowest organizational level.

**Projected Budget:**

The Projected Budget includes budgeted expenditures for the current year, including encumbrances.

**Revenue:**

Revenue is income received by the City including all types of taxes, fees, gifts, grants, reimbursements, intergovernmental revenues, interest earnings, and other sources.

**Revenue Bond:**

A revenue bond is secured by the pledge of specific revenues issued to finance a capital improvement. Generally, City revenue bonds are issued only by enterprise funds.

**Sewer Fund:**

The Sewer Fund is an enterprise fund established to construct, acquire, operate, and maintain the City's sanitary sewer system and storm drainage system.

**Special Revenue Funds:**

Special Revenue Funds were established to account for revenues received by the City that are required by law, contract, or City policy to be spent for a specific purpose.

**Staffing Summary:**

The Staffing Summary includes all City full-time equivalent (FTE) positions.

**Subsidiary Capital Project:**

The subsidiary capital project is a lower level mechanism for accounting and tracking specific project budgets that are related to one Master Capital Project.

**Supplemental Appropriation Ordinance:**

The Supplemental Appropriation Ordinance is an appropriation ordinance passed by City Council that authorizes expenditure of funds in addition to appropriations in the originally approved annual budget authorization ordinance.

**Surplus:**

An excess of revenues over expenditures for any given year is a surplus.

**Transportation Improvement Program (TIP):**

The Transportation Improvement Program (TIP) identifies the priority federally funded highway, transit and alternative mode transportation (trails) improvements completed by the Colorado Department of Transportation (CDOT) and other local government sponsors. The TIP is prepared by the Denver Regional Council of Governments (DRCOG), in cooperation with CDOT, and the local implementing agency (the City).

**Undesignated Fund Balance:**

Undesignated Fund Balance includes those portions of total funds available that can be spent for any purpose.

**Water Fund:**

The Water Fund is an enterprise fund that was established to construct, acquire, operate, and maintain the City's water system.