2009
Adopted Budget

2009 Budget
Acknowledgements

City Council

Edward J. Tauer ..... *Mayor*
Bob FitzGerald ..... *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*
Bob Broom ..... *Ward VI*
Ryan Frazier ..... *At-Large*
Steve Hogan ..... *At-Large*
Brad Pierce ..... *At-Large*

City Manager's Staff

Ronald S. Miller ..... *City Manager*
Nancy Freed ..... *Deputy City Manager*
Tom Nicholas ..... *Deputy City Manager*
Michelle Wolfe ..... *Deputy City Manager*
Janice Napper ..... *Assistant City Manager*

Office of Budget Team

John Gross ..... *Director of Finance*
Jason Batchelor ..... *Budget Officer*
Gregory Hays ..... *Budget / Finance Program Manager*
Trevor Vaughn ..... *Budget / Finance Program Manager*
Amanda Karger ..... *Management Analyst*
Jackie Ehmann ..... *Management Analyst*
Tod Kuntzelman ..... *Management Analyst*
Elly Watson ..... *Management Analyst*
Michael Lawson ..... *Management Analyst*
Mary Byer ..... *Grants Manager*
Steve Fisher ..... *Contract Project Manager*
Kathy Crouch ..... *Senior Budget Assistant*

AURORA

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Aurora

Colorado

For the Fiscal Year Beginning

January 1, 2008

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, 2008.

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.

AURORA

SPECIAL RECOGNITION

The following individuals and groups played a key role in the development of the 2009 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
Tom Nicholas, Deputy City Manager of Community Services
Michelle Wolfe, Deputy City Manager of Administration

Directors

Assistant City Manager, Janice Napper
Aurora Water, Mark Pifher
Civil Service, Terry Kulbe
Communications, Kim Stuart
Development Services, Andrea Amonick, Interim
Finance, John Gross
Fire, Mike Garcia
Human Resources, Kin Shuman
Information Technology, Mark Pray
Library, Recreation & Cultural Services, Lori Daniel, Interim
Neighborhood Services, Nancy Sheffield
Parks & Open Space, Tom Barrett
Planning, Robert Watkins
Police, Daniel Oates
Public Works, Dave Chambers

Department Budget Staff

Aurora Water, Greg Baird/Bonni Dommer
City Attorney's Office, Jan Adamcyk/Marie McCrary
City Council, Yvonne Madril-Brawner
Court Administration, Helen Damaskos
Development Services, Tod Kuntzelman
Finance, Larry Schroeder
Fire, Terry Teske
General Management, Michael Lawson
Human Resources, Michael Lawson
Information Technology, Michael Lawson/Liz Rehwalt
Judicial, Kim Nerbonne Gage
Library, Recreation & Cultural Services, Debra Collins/Steve Wasiecko
Neighborhood Services, John Schneebeck /Nikki Stinson
Parks & Open Space, Christine Grimaud /Coni Herring /Byron Fanning
Planning, Janice Lamon
Police, Bill Curtis/Christine Waters
Public Works, Cathy Beddow

Council Committees

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

To contact us:

Office of Budget & Financial Planning
City of Aurora
15151 E. Alameda Parkway, 5th Flr.
Aurora, Colorado 80012
Telephone: (303) 739-7072
Fax: (303) 739-7182
E-Mail: budget1@auroragov.org
Access Aurora: (303) 739-7000

AURORA

Aurora City Council

Mayor Ed Tauer

Bob FitzGerald
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

Ryan Frazier
At-Large

Steve Hogan
At-Large

Brad Pierce
At-Large

AURORA

Introduction to the City of Aurora 2009 Adopted Budget

This 2009 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 2009 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 *2009 Economic and General Fund Revenue Overview* provides a detailed description of the City's revenue outlook for 2009 and beyond. The *Long Range General Fund Financial Outlook* identifies expected revenues and expenditures for all general government functions through 2013. 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 2009 budget as originally adopted by City Council, and the status of the 2008 projected budget at the time the 2009 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 2009 budget.

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

AURORA

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BUDGET MESSAGE

AURORA

CITY OF AURORA

Ronald S. Miller
15151 E. Alameda Parkway
Aurora, Colorado 80012
Phone: 303-739-7010
Fax: 303-739-7123
www.auroragov.org

DATE: January 31, 2009

TO: Mayor Tauer and Members of City Council

FROM: Ronald S. Miller, City Manager

SUBJECT: **2009 ADOPTED BUDGET MESSAGE**

With this message, I am transmitting the 2009 adopted budget. The 2009 adopted budget provides a sound financial plan to provide the best possible municipal services appropriate with consideration of the downturn in the national and local economies. The adopted budget is balanced for all funds.

The 2009 adopted budget provides for the implementation of City Council's established goals and objectives. It accomplishes this by focusing on the programmatic prioritization of services within the parameters of available revenues.

During 2008, the City responded to the weakened economy by cutting back on expenses. The 2009 adopted budget similarly addresses the continued weak economy and the ongoing structural budget problem where revenues are inadequate to provide for the continuation of all current service levels due to the increasing costs of providing those services. While the adopted budget includes a number of cut-backs and reductions, it does maintain most services, including high priority services. These priorities in this budget include:

- Maintaining public safety services and providing for the increases in police staffing required by the 2 police officers per 1,000 population mandate;
- Maintaining the City's streets, including snow and ice control services;
- Maintaining reserves at appropriate levels; and
- Minimizing service level impacts on all other city services, given limited resources.

The adopted budget for 2009 incorporates feedback from the Mayor and Councilmembers during preparation of the proposed budget and at various workshops, study sessions, and committee meetings.

This proposal focuses on sustaining services through careful prioritization and prudent resource utilization in an uncertain economic environment.

This budget message provides:

- A brief review of City Council's goals, which form the foundation of the City's budget priorities and operational plans;
- A summary of the issues influencing the development of the City of Aurora budget, including key economic indicators;
- An overview of the City budget;
- A summary of revenues and appropriations for the General Fund and all other funds;
- Identification of the uses of 2008 fund balances as part of the 2009 adopted budget;
- A review of City-wide and General Fund staffing and related issues; and
- A review of the five-year Capital Improvement Program.

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 2008, in conjunction with the Comprehensive Master Plan, outline the City's vision for the future. These goals are tied to numerous planned activities, as described elsewhere in this budget book. The City Council's goals encompass ten major areas of focus:

1. Ensure that Aurora is 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 excellent qualities;
5. Ensure a safe community for people;
6. Ensure that every child and young person in Aurora will have access to the fundamental resources she or he needs to succeed, known as the five promises of the America's Promise Initiative.
7. Implement a vision for growth and the effective delivery of services to stakeholders;
8. Provide an excellent water management and utility system;
9. Serve as leaders to shape policy that benefits the Aurora community; and
10. Support effective efforts to integrate/orient an increasingly diverse community.

References to these goals and to specific activities that support these goals are included throughout the budget document.

ISSUES INFLUENCING THE BUDGET

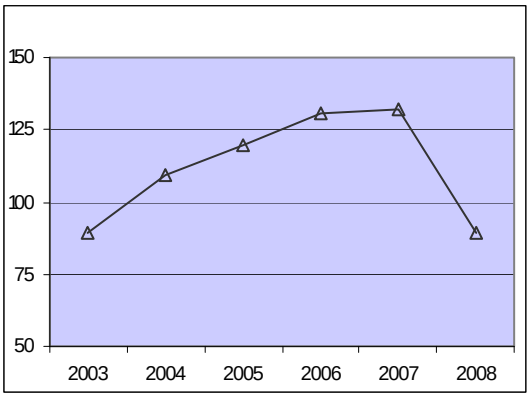
The City's budget, similar to those of other governments across the nation, is being impacted by the weak and uncertain economy as well as high prices for key utilities and certain other goods used by the City (e.g., fuel and asphalt). The weak economy has the direct impact of reducing

the City's main revenue source – sales tax – and adversely impacts growth, which in turn reduces other revenues of the City. In addition, the current structural revenue gap – the difference between service needs and revenue capability – continues to adversely affect the ability to provide services to the community. Independent financial consultants have stated that this gap cannot be closed by growth only – it will require new revenue sources or increased rates of existing ones.

Economy

The City of Aurora, as well as Colorado and the rest of the country, is going through a difficult economic downturn. The City is experiencing low revenue growth but rapidly rising costs. Many economic indicators are negative – decreased consumer spending, increased foreclosures, slowed construction, higher unemployment, and inflation. These correlate to the slow or negative growth of the City's revenues. Overall, the rate of growth in revenues is smaller than the rate of increase of the cost of doing business. A number of economists predict a slow economic recovery beginning sometime in 2009. The 2009 budget for revenues is based on that timeframe for a recovery.

Figure 1: Consumer Confidence – Mountain Region



Source: Conference Board

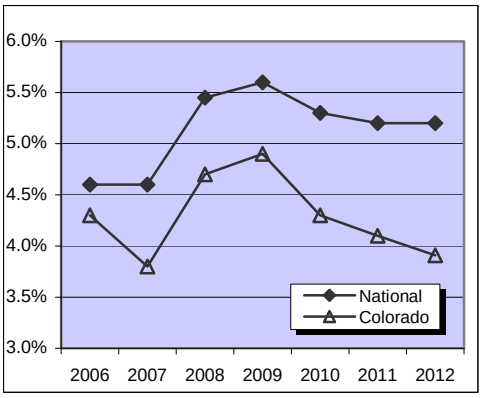
Inflation and Consumer spending: In this economic climate, consumers are responding to high energy and food prices by limiting discretionary spending. This is problematic for the City of Aurora, as rising costs for groceries and fuel are not reflected in higher sales tax revenue as these items are not taxed. As shown in figure 1, consumer confidence has reached its lowest level since 2003 in the Mountain Region as people are focusing more of their spending on necessities. The fourth quarter of 2007 and the first quarter of 2008 witnessed the slowest growth in sales taxes since mid-2004.

National consumer spending was higher in the April - June 2008 timeframe. During that same period, City of Aurora sales tax revenues increased. The budget projections assume that much of this spending and sales tax increase was due to the one-time Federal economic stimulus checks and that consumer spending will be relatively weak for the rest of 2008. This assumption is supported by a number of economists.

Foreclosure Rate: Foreclosures have increased significantly in 2007 and 2008. In the metro seven county area, foreclosure filings in the first quarter of 2008 were 16 percent higher compared to the same period in 2007. Arapahoe County, which encompasses the largest part of Aurora, is 17 percent higher in the same period. However, comparing the first quarter of 2008 to the second quarter of 2008, shows that foreclosures in the metro area decreased 7 percent and Arapahoe County decreased 10 percent in that time frame. While this is a hopeful sign, the longer term implications are unknown.

Construction Activity: The national housing market downturn and slowed local construction activity have significantly reduced revenue from building materials sales and construction permits. During the first six months of 2007, the number of combined housing and commercial building permits issued in Aurora was 1,494. During the first six months of 2008, the number of permits issues was 389, a reduction of 74 percent from 2007. Specifically, building material use tax has declined consistently since 2005, but began a steeper decline in mid-2007. Housing permits are forecast to increase in 2009 as the inventory of homes is gradually reduced.

Figure 2: Unemployment Rate



Source: Colorado Legislative Council / Office of State Planning and Budgeting

Unemployment: As shown in Figure 2, the Colorado unemployment rate rose significantly in 2008 and is expected to level off somewhat in 2009, before decreasing in the 2010 through 2012 time frame. This is consistent with a slow economic turn around starting in 2009. National unemployment also rose in 2008, but is expected to remain above 5 percent through 2012.

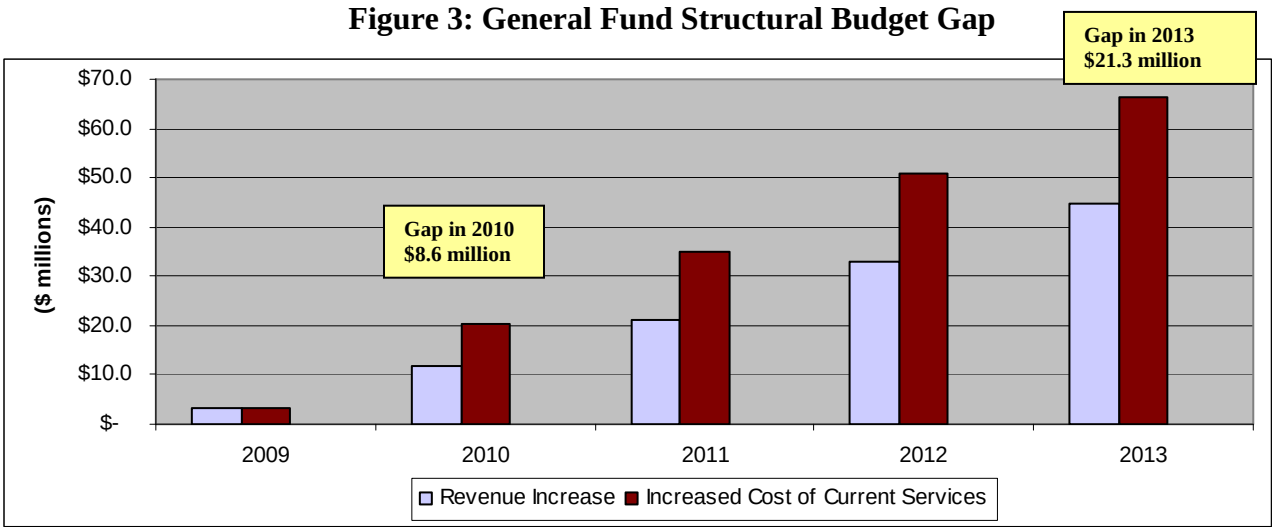
Structural Budget Imbalance

The City's structural budget imbalance was formally identified in 2006 by independent financial consultants. The structural budget problem is not a temporary issue, but is expected to continue until there are long-term adjustments to revenues and/or expenditure levels.

A Structural Revenue Study prepared by the consultants focused on the City's current revenue capacity and options for enhancing revenue. The study identified a "structural gap" between service needs and the City's present revenue capacity. The gap is expected to increase over time. The potential General Fund gap over the next few years is illustrated in figure 3. The increasing gap shown in figure 3 assumes that service levels provided in 2008 are the service levels to be provided in future years (notwithstanding that they are actually lower in 2008 than in earlier years for a number of services). Figure 3 is based on the following revenue and expenditure assumptions:

- Revenue increases averaging 4.2 percent from 2010 through 2013;
- Salary increases of 3.0 percent;
- City costs for health and dental benefits increasing by 10.0 percent per year;
- Costs for electricity, natural gas, risk management, fleet fuel, and fleet maintenance increasing by 12 percent per year; and
- Based on current population growth projections, the City adding 10 police officers each year to provide the required two police officers per 1,000 population.

Figure 3: General Fund Structural Budget Gap



Among the key findings of the Structural Revenue Study are the following:

- The City is overly reliant on volatile sales and use taxes.
- Long-term economic growth rates will be substantially lower than in the 1990s.
- Costs of providing basic services are growing more rapidly than revenue.

In response to these findings, Council authorized work on several revenue enhancement recommendations. In the 2007 budget, the City focused on adjusting many of its fees for services. In 2008, the City Council is considering a capital impact fee related to development paying its appropriate share of City infrastructure costs. Also in 2008, the City began receiving revenue from market-based revenue opportunities.

2008-2009 Budget Reductions

Declining economic indicators and lower than expected revenues in the fourth quarter of 2007 and the first quarter of 2008 have led to a projected revenue shortfall in 2008. There were also significantly higher costs for fuel, snow removal, and health insurance than expected in 2008. In response, City management put in place a ten-point plan to reduce spending:

1. Project potential revenue shortfalls
2. Not enter into any non-essential contracts
3. Institute a selective hiring freeze
4. Maintain essential service levels for public health and safety
5. Recommend deferring, downsizing, or canceling capital projects
6. Consider utilization of reserves
7. Consider reallocation of grant funds
8. Restrict non-essential costs, such as travel, training (except for certification), and some fleet replacement
9. Restrict consulting services

10. Present Council with timely options for budget amendments

The implementation of this plan is expected to save about $6.8 million in 2008. These reductions represent approximately 2.7 percent of the original General Fund budget.

The revenue shortfalls in 2008 are expected to continue in 2009 and have impacted the 2009 adopted budget. Expenditure reductions of approximately $9.2 million are needed in order to balance the 2009 budget. Reductions totaling that amount are included in the budget proposal for 2009 and are detailed on pages A-10 and 11.

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 internal service, special revenue, and debt service funds. Appropriations for these funds provide for operating, debt service, and capital costs. Table 1 summarizes appropriations and past (actual) spending for the City's funds. The 2009 adopted budget includes a total of $833,612,712 in appropriations for all funds. This compares with the original 2008 budget of $870,092,556 and the 2008 expenditure projection of $755,118,243. The significant changes from the 2008 expenditure projection to the 2009 adopted budget are due to capital spending for needed infrastructure in the Water and Wastewater systems.

Table 1: Expenditure and Budget Summary – All Funds

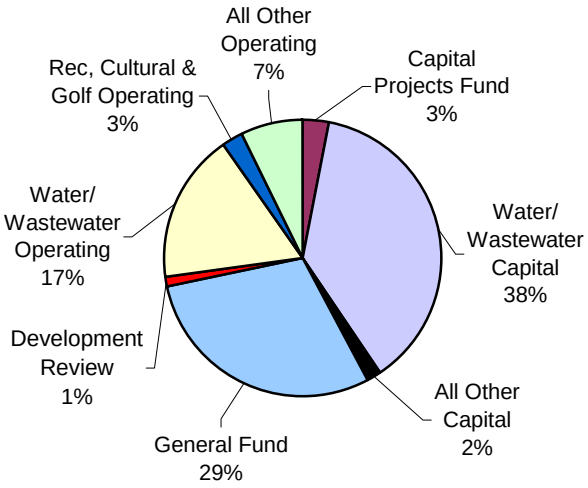
Fund	2006 Expenditure Actual	2007 Expenditure Actual	2008 Original Budget	2008 Expenditure Projection	2009 Adopted Budget
General Fund	$ 230,924,832	$ 241,879,623	$ 248,692,921	$ 238,357,996	$ 246,400,600
Capital Projects Fund	21,188,538	27,560,385	33,687,797	30,015,318	24,406,750
Community Development Fund	5,533,665	5,029,960	4,854,677	4,527,874	4,305,915
Debt Service Funds	8,355,608	8,515,054	8,311,300	8,378,215	8,600,853
Development Review Fund	10,553,700	10,880,902	10,768,399	10,282,957	9,448,371
Fleet & Print Shop Funds	7,706,803	8,564,133	8,936,368	9,532,585	10,305,862
Golf Fund	9,698,461	10,162,593	10,606,809	10,089,625	10,082,278
Recreation & Cultural Funds	11,276,086	11,841,583	12,140,943	12,149,515	12,229,111
Risk Management Fund	5,762,587	6,074,794	8,429,700	8,120,528	11,741,640
Wastewater Fund	48,538,671	60,252,633	81,593,935	51,271,487	77,303,924
Water Fund	160,940,923	276,562,094	406,734,219	336,467,423	381,513,874
Other Funds	40,981,220	32,666,631	35,335,488	35,924,720	37,273,534
GRAND TOTAL	**$ 561,461,094**	**$ 699,990,385**	**$ 870,092,556**	**$ 755,118,243**	**$ 833,612,712**

Figure 4 illustrates the distribution of total appropriations in 2009. The General Fund accounts for approximately 29 percent of total appropriations, while another 43 percent of the 2009 budget is dedicated to capital projects in several funds. The capital portion of the budget is substantially larger in recent years because of the inclusion of funding for the initial phases of the Prairie Waters Project and other major water and wastewater system upgrades. Approximately 28 percent of the City's total budget is for operating costs not included in the General Fund. Over half of this amount (17 percent of the total budget) represents operating costs for Aurora Water.

GENERAL FUND SUMMARY

The General Fund (GF) is the primary source of funding for most City operations. Funding for operating costs related to public safety, transportation, parks, libraries, and other City services comes primarily from this fund. In addition, annual transfers from the General Fund to the Capital Projects Fund provide monies for many of the City's infrastructure projects. Table 2 provides a summary of major adjustments affecting the preparation of the adopted 2009 General Fund budget.

Figure 4: 2009 Appropriations – All Funds



Total Appropriations: $833.6 million

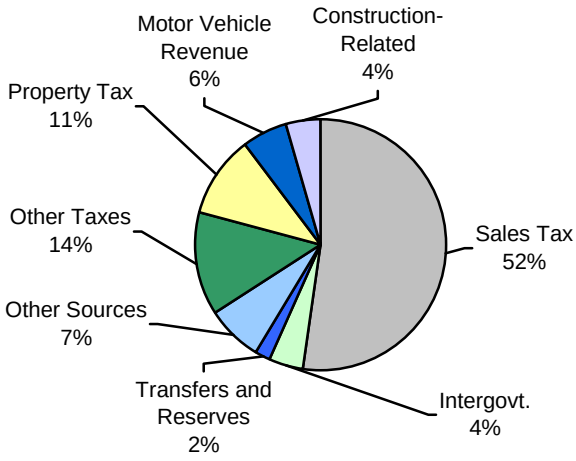
Table 2: 2009 General Fund Summary

Sources	Amount	Comment
Revenue and Other Sources	**$246,400,600**	Includes $4.8 million in transfers in and the use of $95,500 of funds available
Uses		
2008 Original Budget	$ 248,692,921	Initial base budget
Minus 2007 one-time costs	(2,291,534)	Removal of funding for one-time capital projects fund transfer, and various other technical adjustments.
Additional personal services costs	5,756,128	Includes $2.0 million for pay increases and step/grade in civil service, $1.3 million for career service pay increases, $1.8 million for higher health insurance costs, and a net $0.7 million for other personal services changes.
Other base budget adjustments	(171,942)	Includes $2.3 million for higher fuel, maintenance, electricity, water, and contract costs in all departments (including the recreation and cultural subsidy) offset by a net reduction of $2.1 million primarily for lower transfers to other funds and reduced economic incentive costs.
Adds	3,601,766	Includes $606,000 use of the General Fund Operating Reserve for a one-time transfer to the Development Review Fund, as well as $556,000 for 8 additional police officers, $550,000 for additional snow removal, $397,000 for moving the transfer of funds to AEDC,ACED,and NABA from the Development Review Fund, $480,000 for additional debt service costs, and $1,012,800 for various smaller adds.
Reductions	(9,186,739)	Includes reductions from most departments, as detailed in the department pages, and on page 10-11 of the Budget Message.
Total Expenditures	**$246,400,600**	**Total 2009 Adopted General Fund Budget**
Total Uses of Funds	**$246,400,600**	

General Fund Revenue

Figure 5 illustrates the distribution of revenue sources within the General Fund. Retail sales remain the backbone of Aurora's General Fund, accounting for 52 percent of total revenue. Use tax is a companion tax to sales tax and is associated with purchases of commodities and equipment. Two-thirds of all General Fund revenue is dependent on purchases when use tax revenues (e.g. building materials use tax, automobile use tax, and equipment use tax) are included. Use tax is a component of construction-related, motor vehicle, and other taxes categories shown in Figure 5.

Figure 5: 2009 General Fund Revenue



Total sources: $246.4 million

Table 3 provides a summary of anticipated growth in all General Fund revenue components. 2009 General Fund revenues, excluding transfers and reserves, are expected to increase over 2008 projected actuals by approximately 4.4 percent ($10.2 million). This follows a projected 1.9 percent ($4.5 million) decrease in 2008, compared to 2007 actual revenue. This slowdown in revenue growth follows a 7.3 percent increase in 2005, a 5.4 percent increase in 2006, and 2.9 percent increase in 2007.

Table 3: Key General Fund Revenues
Projected Percent Changes for 2008 Projected Actual and 2009 Adopted Budget

Revenue Source	2008 Projected Revenue	2009 Adopted Budget
Sales Tax	0.7%	2.5%
Construction-Related Revenue	-49.8%	70.1%
Other Taxes and Audit Revenue	1.1%	4.6%
Motor Vehicle Revenue	-4.1%	2.7%
Intergovernmental Revenue	-4.2%	0.7%
Property Tax	7.3%	2.3%
Other Revenue	-1.6%	1.7%
Subtotal	**-1.9%**	**4.4%**
Transfers and Reserves	14.0%	-30.4%
Total With Transfers & Reserves	**-1.5%**	**3.4%**

For 2008, the comparison is 2008 projected estimate to 2007 actual revenue; for 2009, the comparison is 2009 adopted budget to 2008 projected actual revenue.

Several details of note include:

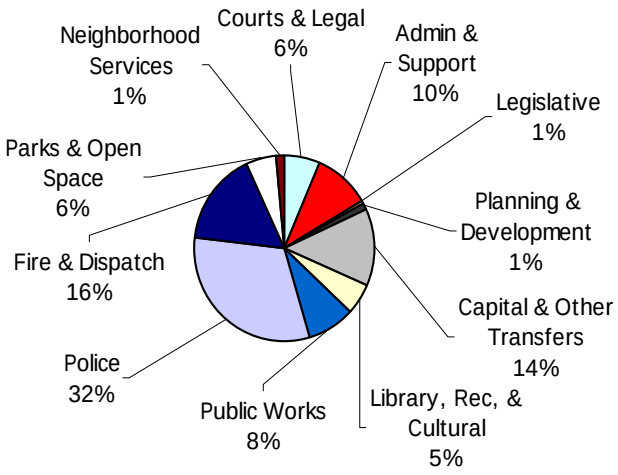
- Projected 2009 sales tax growth of 2.5% includes net new revenues equivalent to 0.8% from the opening of CornerStar, a new retail center in Southwest Aurora.
- Changes in transfers and use of reserves are primarily due to a one-time $2.0 million transfer to the Capital Projects Fund that will not recur in 2009. In 2009, there is a one-time $1,000,000 transfer from the Risk Management Fund, a one-time $766,400 tranfer of funds from the E-911 Fund, and several smaller transfers.
- The sharp decline in 2008 and projected subsequent increase in 2009 of construction-related revenue (building materials use tax and construction permits) drive much of the bottom-line revenue change in each year.

The revenue section of this budget book provides more detail on the overall outlook.

General Fund Appropriations

General Fund appropriations for 2009 total $246,400,600, a modest increase of 3.4 percent from the $238.4 million expenditure projection for 2008. The seriousness of the budget situation is reflected by the fact that the 2009 General Fund appropriations are $2.3 million less than the 2008 original budget (see Table 1, page 6). Public safety costs are the largest share of appropriation increases. As Figure 6 illustrates, Public Safety functions, including Fire, Dispatch, Police, and the Courts account for 54 percent of total General Fund appropriations in 2009. In comparison, Public Safety functions accounted for 52 percent of the 2008 original budget. The next single largest share of total General Fund appropriations is for transfers to other funds, primarily the Capital Projects Fund.

Figure 6: 2009 General Fund Appropriations



Total appropriations: $246.4 million

Changes from the 2008 original budget include:

- $0.6 million for 8.0 additional uniformed police officers to maintain 2/1000 staffing;
- $2.3 million for a net increase in required costs including various maintenance contracts, fuel, natural gas, vehicle maintenance, and electricity costs;
- $2.0 million for a 2.0 percent pay increase and step/grade increases, net of reclass savings for all civil service (uniformed fire and police) employees;
- $1.3 million for a 2.0 percent average pay increase for eligible career service employees;

General Fund 2009 Post Council Adjustment Budget Reductions

Department	Adjustments	Impact
City Attorney	-$ 110,000	Eliminate vacant Paralegal and vacant 0.5 Assistant City Attorney
City Council	- $ 50,000	Eliminating budget for Blue Ribbon Panel, decrease council contingency
Court Administration	-$ 85,000	Eliminate 2.0 vacant Assistant Detention Officers
Development Services	- $ 16,500	Reduce staff hours at Aurora Business Development Center, reduce travel and training
Finance	- $ 419,100	Eliminate 3.0 vacant positions in Tax Audit; eliminate 0.5 vacant Management Analyst; reduce operating budget for travel and training, computer purchases, and bank fees
Fire	- $ 462,800	Eliminate 6.0 vacant positions through adjustment of staffing and truck company reassignments
General Management	- $ 2,389,600	Elimination of vacant communications, eliminate 1.0 vacant Public Information Officer, eliminate 1.0 Procurement Agent, 0.5 Management Analyst, reduction of all non-lease fleet purchases, reduce supplies and services accounts, travel and training, AV equipment repair and replacement, overtime, and custodial services,
Human Resources	- $ 224,000	Eliminate Employee Wellness Stipend and Second Language Program, delay hiring of Manager of Compensation, reduce supplies and services accounts, reduce travel and training
Information Technology	- $ 789,900	Eliminate PC replacement for 2009, eliminate 1.0 vacant systems coordinator, realize savings from renegotiated contracts, reduce equipment replacement, reduce travel and training
Judicial	-$ 105,000	Elimination of 1.5 vacant Associate Judge positions
Library, Recreation, and Cultural Services	- $ 502,200	Eliminate 5.0 vacant library positions, decrease subsidy to Recreation Fund and Cultural Services Fund, reduce material acquisitions
Neighborhood Services	- $ 258,900	Eliminate 3.0 vacant Code Enforcement Inspectors, eliminate 1.0 vacant Neighborhood Liaison, transfer 1.0 Code Enforcement Inspectors to Abatement Fund, transfer 1.0 Code Enforcement Inspector to Community Development Fund, transfer restricted breed program supervisory expenses to Designated Revenue Fund.
Non-departmental	- $ 1,025,400	Eliminate performance awards, 2009 pension savings, decrease transfer to Visitor's Promotion Advisory Board
Parks & Open Space	- $ 860,000	Eliminate 12.0 seasonal employees; eliminate 1.0 vacant Forestry Technician, 1.0 vacant Parks Worker, 1.0 vacant Maintenance Technician, and 0.3 vacant Landscape Architect; re-class supervisory position; reduce operating supplies, contract services, equipment and vehicle purchases, equipment replacement and repairs, and fleet maintenance and fuel
Planning	- $ 100,700	Eliminate vacant 0.95 Senior Planner, reduce abandoned waste removal budget
Police	- $ 609,300	Convert Division Chief to Patrol Officer, eliminate 5.0 vacant Police Report Clerks, reduce 3.0 patrol officer overhire positions, reduce recruitment budget, eliminate hiring bonuses
Public Works	- $ 1,178,400	Eliminate 1.0 vacant Public Improvement Inspection Supervisor, 2.0 vacant Public Improvement Inspectors, 1.0 vacant Administrative Technician, 1.0 vacant Senior Real Property Agent, 1.0 vacant Design Engineer, and 1.0 vacant Senior Survey Technician; reduce street sweeping operations; defer street maintenance and street overlay projects; defer pavement marking projects; defer traffic signal installation and improvements; reduce seasonal labor and overtime; reduce equipment repair and replacements
Total Adjustments	**- $ 9,186,800**	**Includes 39.0 vacant positions, and 2.3 transferred positions**

In addition to these adjustments, approximately $132,800 in new revenue and $2.2 million in transfers from other funds, including a $1,000,000 transfer from the Risk Management Fund and a $766,400 transfer from the E-911 Fund has helped to balance the budget.

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 and enterprise funds. Below is a summary of major changes in the operating budgets for the City's other major 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 2009, the total operating budget for these funds will increase $3.6 million from the original 2008 budget. Significant budgetary factors addressed include the following:

- The largest increase is in supplies and services, which includes $2.9 million for increased charges from Metro Wastewater and $1.3 million to fund start-up costs for the Aurora Water Purification Facility and the Prairie Waters Raw Water Pumping System phases of the Prairie Waters Project.
- Personal services costs increase by $1.2 million to reflect the addition of 11.0 FTE and pay and benefit cost increases.
- Debt related costs decrease by $2.4 million as a result of changes in the debt service schedule.

Development Review Fund – Operating Costs

Appropriations will decrease by approximately $1.3 million in 2009 to reflect decreasing revenue from plan review, permitting, and inspection activity. Significant budgetary factors addressed include the following:

- Because of the construction decline, 4 currently filled FTE and 29.1 vacant FTE are planned to be eliminated, reducing staff levels 28% from the 2008 original budget.
- Resources available include proceeds from a one time reimbursement of $606,000 from the General Fund for economic development payments previously paid from the Development Review Fund.
- If construction activity rebounds or should decline even further, additional action will be taken to adjust this fund's budget accordingly.

Recreation and Cultural Funds – Operating Costs

The Recreation and Cultural Funds are funded primarily through participant fees, as well as a subsidy from the General Fund. Significant budgetary factors addressed include the following:

- The Cultural Fund subsidy will increase by $11,300 (1.0 percent) from the 2008 original budget to the adopted 2009 budget, while the Recreation Fund subsidy will increase by $7,400 (0.1 percent).
- Increases in personal services, fuel costs, and other mandated costs are included at the standard rates and are funded by the General Fund. These increases are offset by budget reductions ($205,600 Recreation Fund and $61,500 Cultural Services) in each fund.
- The budget includes a $208,100 decrease in spending on Art in Public Places due to planned one-time spending on art projects in 2008 that will not recur in 2009.

Abatement Fund – Operating Costs

Abatement Fund expenditures and revenues fluctuate due to the number of properties abated and the size of the property abated (increased foreclosures and homeowner's inability to pay for property maintenance). The Abatement Fund tends to perform well during times where the economy slows. This fund has seen significant revenue increases since 2007. Significant budgetary factors addressed include the following:

- Revenue in the Abatement Fund is expected to increase $228,700 from the 2008 original budget as the result of a continued increase in the number of abatements performed.
- Personal services expenditures are projected to increase $234,600 primarily as a result of the transfer of Code Enforcement Inspectors from the General Fund.
- Supplies and services increase $184,400 as the number of abatements performed remains high.

Other Funds – Operating Costs

- There are one-time transfers from the Risk Management Fund totaling $3.5 million in 2009, including $1.5 million to the Capital Projects Fund, $1.0 million to the Designated Revenue Fund (for the establishment of a Green fund, and $1.0 million to the General Fund. These transfers reduce fund balance to $4.1 million, a level that allows for several years of adverse loss experience.
- Arapahoe County Open Space operating costs are increasing $0.6 million, primarily due to additional operations and maintenance costs at seven new sites and equipment replacement.
- The operating budget for the Designated Revenue Fund will decrease by $972,000 million primarily as a result of decreased community trees budget, the transfer of TV Services positions to the General Fund, the transfer of economic development payments to the General Fund, and decreased incentive budget.
- The E-911 Fund is transferring $794,000 to the General Fund for partial funding of Public Safety Communications.
- The Fleet Management Fund is increasing $1.3 million due to increased fuel costs.
- The Gifts and Grants Fund includes an additional $0.5 million primarily due to the budgeting of various additional proceeds in Neighborhood Services and Library,

including Kaleidoscope, International Cross Cultural Network of Aurora (ICCNA), MLK Jr. Scholarship, and the Healthy Aging Initiative.

- The Golf Fund decreased $0.5 million due primarily to refinancing of some of its debt. This helped to resolve a future cash flow issue.

USE OF FUND BALANCE

For 2009, $128.7 million of the total fund balance of $321.2 million (40.0 percent) is expected to be drawn down, primarily due to capital spending. Of the 27 funds tracked by the City, 19 have planned draw-downs of fund balance, and only four are expected to increase fund balance in 2009. Of the $128.7 million that is expected to be drawn down, $117.4 million (91.2 percent) is associated with capital spending in the Water and Wastewater Funds, including the Prairie Waters Project. Table 5 shows the significant uses of fund balances in 2009. More information on fund balance usage can be found in Attachments 2 and 5 of the summary section following the budget message.

Table 5: Projected Fund Balance Usage (in millions)

Funds	Fund Balance Use ($millions)	Anticipated Uses
Water	$92.1	Planned draw-down of funds available for continued construction of the Prairie Waters Project.
Wastewater	$25.3	Funds available decrease due to draw-down of reserves from bond proceeds received in 2006 for multiple capital projects.
Capital Projects	$3.7	Draw-down of funds available for capital projects, including partial renovation of the South Maintenance Facility, fire station remodels, Stapleton Road connections, and security system expansion for the municipal center.
Risk Management	$3.5	Transfers of funds available of $1.5 million for Capital Projects Fund balancing, $1.0 million for a loan to create the Green Fund, $1.0 million for onetime uses in the General Fund.
Arapahoe County Open Space	$1.2	Increase in spending for capital projects including Springhill Park.
Enhanced E-911	$1.2	Funds available of $0.8 million are used for Public Safety Communications expenditures. Capital appropriations are also increased for an E-911 answering system upgrade.
Development Review	$1.1	Funds available continue to decrease due to lower revenues.
All Other Funds	$0.6	
Total Fund Balance Use	**$128.7**	

STAFFING

The adopted 2009 budget eliminates 55 FTE in all funds. The General Fund decreases a net of 29.2 FTE. The Development Review Fund eliminates 33.1 FTE. The Recreation Fund, Cultural Services Fund, and Fleet Fund decreases 2.3 FTE. None of the FTE eliminations are filled positions. A net of 2.3 FTE are transferred from the General Fund to other funds. Aurora Water has added a net of 11 positions primarily for the Prairie Waters Project. Table 6 provides departmental detail on the staffing changes in the General Fund.

Table 6: 2009 FTE Staffing – General Fund

Department	Adds	Reductions	Transfers	Total
City Attorney	0.0	(1.5)	0.0	(1.5)
Court Administration	0.0	(2.0)	0.0	(2.0)
Finance	0.0	(3.5)	0.0	(3.5)
Fire	0.0	(6.0)	0.0	(6.0)
General Management	4.0	(2.5)	0.0	1.5
Information Technology	0.0	(1.0)	0.0	(1.0)
Judicial	0.0	(1.5)	0.0	(1.5)
Neighborhood Services	0.0	(2.0)	(2.0)	(4.0)
Parks & Open Space	0.0	(3.0)	(0.3)	(3.3)
Planning	0.0	(1.0)	0.0	(1.0)
Police	8.0	(8.0)	0.0	0.0
Public Works	0.0	(7.0)	0.0	(7.0)
Totals	**12.0**	**(39.0)**	**(2.3)**	**(29.2)**

Table 7 outlines the staffing changes for all funds. Detail on the adjustments can be found in the Department Pages section of the budget book.

Table 7: 2009 FTE Staffing Changes per Fund

Department	2008 FTE	Adds	Reductions	Transfers / Technical	2009 FTE	Net Change
Abatement Fund	3.0	-	-	1.0	4.0	1.0
Arapahoe County Open Space Fund	18.0	-	-	-	18.0	-
Community Development Fund	25.2	-	-	1.0	26.2	1.0
Conservation Trust Fund	4.9	-	-	-	4.9	-
Cultural Services Fund	20.0	-	(1.0)	-	19.0	(1.0)
Designated Revenue Fund	35.5	-	-	(3.5)	32.0	(3.5)
Development Review Fund	119.3	-	(33.1)	-	86.2	(33.1)
Enhanced E-911 Fund	5.0	-	-	-	5.0	-
Fleet Management Fund	38.3	-	(1.0)	-	37.3	(1.0)
General Fund	2,044.0	12.0	(39.0)	(2.3)	2,014.8	(29.2)
Gifts & Grants Fund	0.5	-	-	-	0.5	-
Golf Courses Fund	52.0	-	-	-	52.0	-
Print Shop Fund	3.0	-	-	-	3.0	-
Recreation Fund	67.0	-	-	(0.3)	66.8	(0.3)
Risk Management Fund	10.0	-	-	-	10.0	-
Wastewater Fund	152.7	3.0	-	-	155.7	3.0
Water Fund	262.3	10.0	(2.0)	-	270.3	8.0
Totals	**2,860.7**	**25.0**	**(76.0)**	**(4.0)**	**2,805.7**	**(55.0)**

Employees per 1,000 population: City departments continue to improve operational efficiency through various cost savings measures, continued workload evaluation, improved technology, and effective organizational management. The city is projected to have 8.92 FTE per 1,000 population in 2009. This compares to a projected 9.25 FTE per 1,000 in 2008 and actual 9.24 in 2007. Using the most recent comparative data available (2007), the City of Aurora was approximately 22 percent lower than the average for other regional municipalities, as can be seen in Table 8.

Table 8: Employees per 1,000 population – 2007 Data

Jurisdiction	FTE/1,000
Denver CO*	23.29
Englewood CO	18.10
Loveland CO	13.47
Casper WY	12.59
Westminster CO	12.36
Golden CO	11.58
Longmont CO	11.27
Aurora CO	**9.24**
Colorado Springs CO	8.07
Larimer County CO	5.87
Windsor CO	4.89
Average	**11.88**
*2007 data not available; most recent data used	

Source: International City Managers Association (ICMA)

Staffing history: Since 2003, staffing in the City has grown a total of only 3.8 percent. Most of the growth has been in Aurora Water, up 49.5 percent over the six years, while FTE in the General Fund have declined 1.6 percent. The ratio of civil FTE (police officers and firefighters) to career FTE has changed significantly from 2003 to 2009. Police civil service has grown 11.0 percent while career service FTE has dropped 8.5 percent. Fire is basically unchanged over the past six years. Table 9 shows the details of the staffing level over time.

Table 9: FTE's and FTE Changes: 2003 – 2009 (All Funds)

	2003	2004	2005	2006	2007	2008	2009	FTE change 2003-2009	% change 2003-2009
Police Civil GF	580.0	588.0	603.0	627.0	635.0	639.0	644.0	64.0	11.0%
Fire Civil - GF	302.5	295.5	288.0	303.0	311.0	311.0	305.0	2.5	0.8%
General Fund Career	1164.7	1125.0	1089.1	1050.7	1091.5	1094.0	1065.8	-98.9	-8.5%
Total General Fund	2047.2	2008.5	1980.1	1980.7	2037.5	2044.0	2014.8	-32.4	-1.6%
Police/Fire Civil Non GF	2.5	2.5	1.0	1.0	2.0	2.0	2.0	-0.5	-20.0%
Aurora Water	285.0	304.0	329.0	375.0	403.0	415.0	426.0	141.0	49.5%
Development Review Funds	112.0	107.9	115.9	118.3	119.3	119.3	86.2	-25.8	-23.0%
Golf Fund	57.0	57.0	56.0	52.0	52.0	52.0	52.0	-5.0	-8.8%
Rec/Cultural Services Funds	90.8	87.3	86.3	85	86	87	85.0	-5.8	-6.4%
All other FTE	108.4	102.0	107.3	127.5	137.9	141.4	139.7	31.3	28.9%
Total	2702.8	2669.1	2675.5	2739.4	2837.7	2860.7	2805.7	102.8	3.8%

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 provide for 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; 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 $351.3 million in 2009. More than $910.3 million in capital projects are budgeted or planned between 2009 and 2013. The primary funds associated with the five-year CIP are:

- The Capital Projects Fund - $123.4 million over five years;
- The Arapahoe County Open Space (ArCo) Fund - $15.6 million;
- The Building Repair Fund - $9.6 million;
- The Conservation Trust Fund - $15.9 million;
- The Enhanced E-911 Fund - $14.1 million; and
- The Water and Wastewater Funds - $726.8 million.

The 2009 CIP reflects a significant reduction in planned expenditures over the next five years due to the projected decrease in construction related revenue that funds the Capital Projects Fund, the main fund associated with general street improvements and other general capital projects as described below.

Capital Projects Fund

The Capital Projects Fund (CPF) provides support for general government capital projects. Historically, the CPF received 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 police officer program. Consistent with prior budgets, the 2009 projected budget retains the transfer of all use taxes, but reduces the transfer of all other General Fund revenues from 4.0 percent to approximately 1.0 percent. A supermajority vote by City Council is required to approve this adjustment.

Due primarily to decreased building material use tax revenue coming from the General Fund, the forecasted transfer from the General Fund was reduced by over $15 million for the 2008 to 2013 period. To cover the shortfall, $13.1 million in projects were reduced, deferred, or eliminated and $2.4 million of one-time revenue transfers and designation changes were added. The $13.1 million in reductions/eliminations/deferrals included:

- Street repair, traffic signals, alleys, undergrounding, sidewalks - $4.6 million
- Public Works south maintenance facility - $3.6 million
- New fire station - $2.9 million
- Parks & Open Space infrastructure and landscape - $0.7 million
- Other Cuts and reductions - $1.3 million

Appropriations from the CPF are $24.4 million in 2009, with a total of $123.4 million in capital projects planned between 2009 and 2013. As Table 10 shows, with completion of most of the City's major facilities projects in recent years, the funding in the Capital Projects Fund is primarily dedicated to ongoing street maintenance, reconstruction, improvements, and other capital maintenance projects.

Table 10: Summary of Major CPF Projects 2009-2013

Project	Total Cost	Percent of Total
Street Maintenance, Reconstruction & Improvements	$ 71.9 million	58.3%
Transfer to Building Repair Fund	9.3 million	7.5%
800 MHz Radio System Debt Service (transfer to E-911 Fund)	8.6 million	7.0%
Traffic Signals – New	7.5 million	6.1%
Direct Costs – Public Works Design & Engineering	5.6 million	4.5%
New Fire Stations, Remodeling, and Equipment	3.6 million	2.9%
Transportation Improvement Program (TIP)	2.6 million	2.1%
Traffic Signal Replacement	2.3 million	1.9%
Direct Costs – Purchasing Services	2.1 million	1.7%
Systems and Network Replacement	1.8 million	1.5%
Maintenance Facilities	1.1 million	0.9%

Detail on the Capital Projects Fund can be found on the CIP section of the adopted budget book.

Water and Wastewater Capital Projects

The Water and Wastewater Funds account for the vast majority of planned capital spending through 2013. 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 are paid from revenues generated by fees for service. The primary source

of funding for the capital projects identified in the Aurora Water five-year CIP is the planned issuance of revenue bonds. Debt service on the bonds will be paid for by user charges and tap fees paid by developers.

Other Capital Funds

The City is engaged in 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, construction of the Del Mar Pool Bathhouse and Family Aquatics Center, construction of several new parks, and refurbishment of trails. Most of the funding for these projects comes from the Arapahoe County Open Space tax and the Conservation Trust Fund.

The Building Repair Fund supports building repair and renovation projects. This fund pays for major mechanical and electrical system replacements and upgrades. Among the projects supported by the Building Repair Fund are phase 4 (of 8) of the AMC Campus mechanical and electrical system repair / upgrade and the replacement of the Utah Pool HVAC system.

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.

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 of 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' Water 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

AURORA

SUMMARY INFORMATION

AURORA

2009 ADOPTED BUDGET

SUMMARY INFORMATION

This section of the Budget presents a series of summary tables and other information that describe various aspects of the 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 total 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 middle of a major capital improvement program designed to strengthen the City's water portfolio, thus the increase in Capital Improvement Program numbers. 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 increased every year until 2009. Most of the growth in FTE levels is attributable to additional staffing for Aurora Water and the City's public safety functions. The 2009 decrease is primarily due to budget cuts in the General Fund and Development Review Fund. Note that the FTE count for nearly every function decreased in 2009.

Attachment 2 provides a summary of total revenues, total uses, and total funds available for each of the City's accounting funds. Funds available decrease $128.7 million mostly as a result of the spending of bond proceeds in the Water and Wastewater Funds for capital projects.

Attachment 3 provides a summary of total operating and capital expenditures by fund from 2006 through 2009. The table shows, in more detail, the relative size of Water and Wastewater Funds compared to the rest of the City. Expenditures in these funds have fluctuated between 37.3 percent and 55.0 percent of total citywide spending over the last four years, increasing each year. It also shows that General Fund expenditures have increased an average of 2.2 percent per year, including a decrease in expenditures in 2008, primarily due to decreased Capital Projects Fund transfer.

Attachment 4 provides a summary of General Fund expenditures / appropriations by department from 2006 through 2009. The Police Department shows the largest increase in appropriations since 2006 (up $11.2 million), followed by the Fire Department (up $4.5 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. Note that Non-Departmental appropriations decreased in the same time frame by $11.3 million, primarily due to reductions in both the capital transfer and economic development transfers.

Attachment 5 provides a summary of major changes in fund balances for all City funds in 2008 and 2009. 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 2009 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 2009 base budget include:

- A 2.0 percent pay increase for all career service (non-union) employees, which increases costs by $2.1 million for all City funds, with the General Fund cost increasing by $1.3 million;
- A 2.0 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 $2.0 million, all of which is from the General Fund;
- A 5.0 percent increase in planned City contributions, and other employee plan changes for employee health insurance costs – the total increase in funding is $2.0 million, of which $1.8 million is from the General Fund;
- A decrease of $4.4 million in transfers out, with $3.8 million in the General Fund due to a decrease in the transfer to the Capital Projects Fund, an increase in the transfers to Recreation and Cultural Services Funds of $325,900 for subsidy increases from the General Fund were offset by decreases in transfers to the Fleet Fund of $210,000 for decreased auction proceeds and a decrease of $61,700 to the Designated Revenues Fund for incentives, a decrease from the removal of a 2008 onetime transfer from the Policy Reserve Fund to the General Fund of $293,000, another decrease of $199,400 for a transfer from the Development Review Fund to the General Fund for FTE that were transferred to other funding sources in the 2008 Spring Supplemental, and other transfer adjustments; and
- Adjustments for other "mandated cost items" including risk management, natural gas, electricity, and water rate changes plus fleet fuel and maintenance costs. The total adjustment for these items is $3.2 million, including a $2.2 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 existing debt service, changes in expected gifts and grants, and other non-discretionary funding needs. The net decrease of these additional adjustments for all departments and funds [excluding a large technical adjustment in the Community Development Fund] is $2.9 million, with a net increase of $2,800 in the General Fund. Debt costs related to the Water fund plays the primary role in the decrease. The City also incorporates technical adjustments, such as elimination of one-time costs, into the base budget. Attachment 6 notes other significant base budget changes in various City funds in addition to the items described above.

Attachment 7 provides a summary of the 2009 additions, reductions, and new revenue for each department in the General Fund and Attachment 8 provides a summary of the funded amendments for all other funds. The City Manager's Budget Message also discussed these items.

Staffing

Attachment 9 provides a summary of staffing levels for all City funds. As the table indicates, staffing levels in the General Fund rose between 2006 and 2008, but will decrease considerably in 2009, a result of FTE reductions within departmental budget cuts. Staffing levels in the Water and Wastewater funds account for most of the total staffing increases in the City since 2006, 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 significantly as FTE were added to support maintenance, ranger patrol, and education at Arapahoe County parks and opens space sites. The Development Review Fund has dropped 27 percent since 2006, a result of the downturn in construction-related revenue. The department budget pages show greater detail about staffing levels within each department.

Capital Improvement Program

Attachment 10 provides a summary of the City's five-year Capital Improvement Plan (2009-2013) along with information on expenditures for 2006 through 2008. As the table indicates, the Aurora Water Capital Improvement Program contains the vast majority of planned capital expenditures for the period from 2009 through 2013, accounting for $726.8 million out of $910.3 million in expenditures. Attachment 11 provides a summary of capital amendments by department and fund. The capital section of the budget book provides more detail on City capital spending.

Attachment 1
Budget in Brief

Department	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Revenues by Source:				
Taxes	205,929,751	211,653,197	208,411,192	217,200,773
Other Revenues	87,911,966	56,809,205	58,524,300	25,287,859
License and Permits	13,264,003	9,640,080	8,248,958	9,152,432
Intergovernmental	30,414,505	30,461,967	34,657,513	29,848,480
Charges for Services	147,309,749	167,763,791	175,054,572	189,097,900
Fines and Forfeitures	7,547,330	8,863,215	8,067,236	8,725,843
Operating Transfers	47,461,073	38,863,725	32,840,140	39,394,172
Sale of Assets	435,552	742,380	306,011	69,563
Proceeds From Borrowing	59,943,695	435,511,349	25,000,000	186,097,740
Total Revenues	**$600,217,624**	**$960,308,909**	**$551,109,922**	**$704,874,762**
Operating Expenditures by Category:				
Salaries and Benefits	195,018,060	207,501,157	218,979,440	227,509,400
Supplies and Services	99,491,665	106,605,125	120,331,480	131,672,788
Interfund Charges	12,865,124	14,690,847	15,981,803	17,063,547
Debt Related	37,440,833	53,215,323	60,822,147	58,392,430
Capital Related	5,719,326	9,385,443	3,652,864	2,750,592
Transfers Out	51,356,137	43,212,827	37,919,060	44,936,147
Total Operating Expenditures	**$401,891,145**	**$434,610,722**	**$457,686,794**	**$482,324,904**
Operating Expenditures by Function:				
Administrative Services	19,306,150	21,318,402	24,203,348	23,954,453
Community Services	138,827,553	149,236,969	155,649,375	159,758,284
Council/Appointees	15,834,885	19,169,557	21,595,845	20,461,929
Development Services	8,128,369	6,501,966	6,742,401	6,626,959
General Management	21,812,470	25,976,505	22,816,944	22,777,197
Non-Departmental (Transfers)	59,334,162	51,785,005	43,988,083	55,201,828
Operations	138,647,556	160,622,318	182,690,798	193,544,254
Total Operating Expenditures	**$401,891,145**	**$434,610,722**	**$457,686,794**	**$482,324,904**
Capital Improvement Program	**$159,569,949**	**$265,379,663**	**$297,431,449**	**$351,287,808**
Total Expenditures	**$561,461,094**	**$699,990,385**	**$755,118,243**	**$833,612,712**
FTE by Function:				
Administrative Services	127.0	135.0	137.0	132.5
Community Services	1,421.5	1,451.0	1,456.0	1,447.0
Council/Appointees	196.0	199.0	200.0	195.0
Development Services	78.0	78.0	79.0	60.0
General Management	125.3	127.8	129.8	125.3
Operations	791.6	846.9	858.9	845.9
Total FTE	**2,739.4**	**2,837.7**	**2,860.7**	**2,805.7**

Attachment 2

2009 Funds Available Summary

(Includes both reserved/designated and unreserved/undesignated funds available)

Fund Name	2009 Beg Funds	Revenues	Transfers In	Total Uses *	Net	2009 End Funds
Abatement Fund	1,040,973	955,875	-	1,210,026	(254,151)	786,822
Arapahoe County Open Space Fund	1,454,576	5,825,220	-	7,053,659	(1,228,439)	226,137
Bond Proceeds Fund	153,893	-	-	126,980	(126,980)	26,913
Building Repair Fund	99,104	65,000	1,858,800	1,923,800	-	99,104
Capital Projects Fund	8,861,424	3,664,687	17,068,974	24,406,750	(3,673,089)	5,188,335
Community Development Fund	-	4,039,642	266,273	4,305,915	-	-
Conservation Trust Fund	4,164,362	3,220,100	-	3,421,613	(201,513)	3,962,849
Cultural Services Fund	887,301	1,033,254	1,389,118	2,528,181	(105,809)	781,492
Debt Service (GO) Fund	1,669,705	6,402,083	1,761,100	8,182,432	(19,249)	1,650,456
Debt Service (SID) Fund	216,920	391,856	-	418,421	(26,565)	190,355
Designated Revenues Fund	11,646,735	6,187,280	4,347,292	10,650,412	(115,840)	11,530,895
Development Review Fund	2,156,988	7,755,396	606,000	9,448,371	(1,086,975)	1,070,013
Emergency Contingency Fund	807,545	30,283	-	-	30,283	837,828
Enhanced E-911 Fund	4,480,600	2,888,619	1,710,000	5,810,556	(1,211,937)	3,268,663
Fleet Management Fund	240,601	9,574,895	-	9,574,895	-	240,601
General Fund	5,662,147	241,531,362	4,773,778	246,400,600	(95,460)	5,566,687
Gifts & Grants Fund	3,333,966	5,547,850	-	5,712,929	(165,079)	3,168,887
Golf Courses Fund	573,479	10,234,450	-	10,082,278	152,172	725,651
Parks Development Fund	2,100,866	410,000	-	851,039	(441,039)	1,659,827
Policy Reserve Fund	21,299,739	798,740	-	251,770	546,970	21,846,709
Print Shop Fund	306,800	701,884	-	730,967	(29,083)	277,717
Recreation Fund	143,734	4,189,864	5,511,067	9,700,930	1	143,735
Risk Management Fund	7,615,363	8,244,845	-	11,741,640	(3,496,795)	4,118,568
Surplus & Deficiency Fund	790,306	34,000	-	260,750	(226,750)	563,556
TABOR Reserve Fund	8,141,606	305,311	101,770	-	407,081	8,548,687
Wastewater Fund	53,576,271	51,997,693	-	77,303,924	(25,306,231)	28,270,040
Water Fund	179,818,592	289,450,401	-	381,513,874	(92,063,473)	87,755,119
Total	**$321,243,596**	**$665,480,590**	**$39,394,172**	**$833,612,712**	**($128,737,950)**	**$192,505,646**

* Total Uses include transfers out.

Attachment 3

Expenditure Summary: All Funds

Fund Name	2006 Operating	2006 Capital	2006 Actual	2007 Operating	2007 Capital	2007 Actual
Non-General Fund						
Abatement Fund	361,457	-	361,457	662,603	-	662,603
Arapahoe County Open Space Fund	2,118,046	3,500,645	5,618,691	2,946,862	4,379,143	7,326,005
Bond Proceeds Fund	-	399,828	399,828	-	7,278	7,278
Building Repair Fund	-	2,816,573	2,816,573	-	2,213,612	2,213,612
Capital Projects Fund	-	21,188,538	21,188,538	-	27,560,385	27,560,385
Community Development Fund	5,533,665	-	5,533,665	5,029,960	-	5,029,960
Community Maintenance Fund	-	-	-	257,470	(71,109)	186,361
Conservation Trust Fund	465,304	2,560,444	3,025,748	459,999	1,062,319	1,522,318
Cultural Services Fund	2,310,820	-	2,310,820	2,698,516	-	2,698,516
Debt Service (GO) Fund	8,091,461	-	8,091,461	8,019,230	-	8,019,230
Debt Service (SID) Fund	264,147	-	264,147	495,824	-	495,824
Designated Revenues Fund	8,561,331	828,000	9,389,331	7,965,789	3,580,461	11,546,250
Development Review Fund	10,553,700	-	10,553,700	10,880,902	-	10,880,902
Emergency Contingency Fund	338,850	-	338,850	36,000	-	36,000
Enhanced E-911 Fund	1,720,130	2,143,105	3,863,235	1,845,628	2,152,978	3,998,606
Fleet Management Fund (a)	7,100,861	-	7,100,861	7,916,679	-	7,916,679
Gifts & Grants Fund	4,483,660	8,690,724	13,174,384	4,516,785	-	4,516,785
Golf Courses Fund	9,353,461	345,000	9,698,461	9,780,093	382,500	10,162,593
Parks Development Fund	-	687,834	687,834	-	547,934	547,934
Policy Reserve Fund	162,588	-	162,588	76,907	-	76,907
Print Shop Fund	605,942	-	605,942	647,454	-	647,454
Recreation Fund	8,965,266	-	8,965,266	9,143,067	-	9,143,067
Risk Management Fund	5,762,587	-	5,762,587	6,074,794	-	6,074,794
Surplus & Deficiency Fund	41,500	-	41,500	25,972	-	25,972
TABOR Reserve Fund	1,101,201	-	1,101,201	-	-	-
Wastewater Fund	30,016,068	18,522,603	48,538,671	34,175,343	26,077,290	60,252,633
Water Fund	63,054,268	97,886,655	160,940,923	79,075,222	197,486,872	276,562,094
Total Non-General Fund	**$170,966,313**	**$159,569,949**	**$330,536,262**	**$192,731,099**	**$265,379,663**	**$458,110,762**
General Fund	230,924,832	-	230,924,832	241,879,623	-	241,879,623
Total Budget	**$401,891,145**	**$159,569,949**	**$561,461,094**	**$434,610,722**	**$265,379,663**	**$699,990,385**

Attachment 3

Expenditure Summary: All Funds

Fund Name	2008 Operating	2008 Capital	2008 Projection	2009 Operating	2009 Capital	2009 Adopted
Non-General Fund						
Abatement Fund	993,166	-	993,166	1,210,026	-	1,210,026
Arapahoe County Open Space Fund	2,821,967	2,265,913	5,087,880	3,294,289	3,759,370	7,053,659
Bond Proceeds Fund	-	-	-	-	126,980	126,980
Building Repair Fund	-	1,932,586	1,932,586	18,209	1,905,591	1,923,800
Capital Projects Fund	-	30,015,318	30,015,318	-	24,406,750	24,406,750
Community Development Fund	4,527,874	-	4,527,874	4,305,915	-	4,305,915
Community Maintenance Fund	-	-	-	-	-	-
Conservation Trust Fund	607,291	1,256,843	1,864,134	655,891	2,765,722	3,421,613
Cultural Services Fund	2,800,689	-	2,800,689	2,528,181	-	2,528,181
Debt Service (GO) Fund	8,041,275	-	8,041,275	8,182,432	-	8,182,432
Debt Service (SID) Fund	336,940	-	336,940	418,421	-	418,421
Designated Revenues Fund	8,670,028	4,498,525	13,168,553	10,300,412	350,000	10,650,412
Development Review Fund	10,282,957	-	10,282,957	9,448,371	-	9,448,371
Emergency Contingency Fund	38,378	-	38,378	-	-	-
Enhanced E-911 Fund	2,184,211	2,431,492	4,615,703	2,993,874	2,816,682	5,810,556
Fleet Management Fund	8,856,739	-	8,856,739	9,574,895	-	9,574,895
Gifts & Grants Fund	4,497,208	1,607,736	6,104,944	5,262,929	450,000	5,712,929
Golf Courses Fund	9,979,625	110,000	10,089,625	9,952,278	130,000	10,082,278
Parks Development Fund	-	1,702,505	1,702,505	-	851,039	851,039
Policy Reserve Fund	396,121	-	396,121	251,770	-	251,770
Print Shop Fund	675,846	-	675,846	730,967	-	730,967
Recreation Fund	9,348,826	-	9,348,826	9,700,930	-	9,700,930
Risk Management Fund	8,120,528	-	8,120,528	11,741,640	-	11,741,640
Surplus & Deficiency Fund	20,750	-	20,750	260,750	-	260,750
TABOR Reserve Fund	-	-	-	-	-	-
Wastewater Fund	41,077,546	10,193,941	51,271,487	45,205,826	32,098,098	77,303,924
Water Fund	95,050,833	241,416,590	336,467,423	99,886,298	281,627,576	381,513,874
Total Non-General Fund	**$219,328,798**	**$297,431,449**	**$516,760,247**	**$235,924,304**	**$351,287,808**	**$587,212,112**
General Fund	238,357,996	-	238,357,996	246,400,600	-	246,400,600
Total Budget	**$457,686,794**	**$297,431,449**	**$755,118,243**	**$482,324,904**	**$351,287,808**	**$833,612,712**

Attachment 3

Expenditure Summary: All Funds

(a) 2006 Expenditures in the budget book do not match the 2006 Comprehensive Annual Financial Report (CAFR) as a $75,000 transfer to the General Fund is not shown in the CAFR but is shown in the budget book

Attachment 4
General Fund Expenditures

Department	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
City Attorney	4,230,779	4,553,931	4,935,695	4,966,332
City Council	753,879	858,973	1,003,313	1,003,176
Civil Service Commission	561,329	566,795	566,567	589,597
Court Administration	6,316,721	6,942,880	7,044,682	7,138,712
Development Services	779,607	812,793	840,702	1,370,400
Finance	4,524,887	4,947,034	5,225,815	5,190,604
Fire	29,362,355	31,674,069	33,112,839	33,900,311
General Management	13,015,750	16,275,223	12,214,617	12,299,999
Human Resources	1,162,086	1,387,242	1,469,917	1,339,585
Information Technology	5,924,827	6,892,517	7,019,158	6,620,896
Judicial	1,824,302	1,928,557	2,136,565	2,089,758
Library, Rec & Cultural Svcs	11,314,959	12,706,822	12,816,251	13,149,671
Neighborhood Services	3,755,172	3,577,633	3,603,865	3,466,388
Non-Departmental	44,871,710	37,437,788	29,651,963	33,611,703
Parks & Open Space	12,586,485	13,863,818	13,537,103	13,420,357
Planning	1,119,623	1,176,063	1,188,392	1,179,196
Police	66,771,018	71,407,002	75,560,157	77,949,494
Public Defender	566,209	595,357	630,214	631,262
Public Safety Communications Center	4,171,223	4,971,452	5,548,595	5,698,447
Public Works	17,311,911	19,303,674	20,251,586	20,784,712
Total General Fund Expenditures	**$230,924,832**	**$241,879,623**	**$238,357,996**	**$246,400,600**

Attachment 5
Major Changes in Funds Available
(in Excess of $1.0 Million)

SIGNIFICANT DECREASES IN 2008 FUNDS AVAILABLE

Decrease	Fund	Comments
$ (185,955,494)	Water Fund	Funds available decrease due to draw-down of reserves from bond proceeds received in 2007 for the Prairie Waters Project.
(7,409,897)	Capital Projects Fund	Funds available are used for capital projects in 2008 including street overlay, transportation improvement, traffic signals, and fire station remodels.
(4,323,096)	Designated Revenues Fund	Primarily use of Fitzsimons redevelopment funds for incentives and infrastructure improvements in the Fitzsimons Boundary Area.
(3,923,051)	General Fund	Primarily a use of funds available for a $2.0 million transfer to the Capital Projects Fund, 2008 Spring Supplemental items of $0.9 million, and $0.6 million for a change in hours worked.
(2,959,042)	Development Review Fund	Funds available decrease due to lower revenues in 2008.
(1,677,505)	Parks Development Fund	Funds available decrease with the multiple parks projects including Red-tailed Hawk Park, Saddle Rock East Neighborhood Park, and East Quincy Highlands Neighborhood Park.

SIGNIFICANT INCREASES IN 2008 FUNDS AVAILABLE

Increase	Fund	Comments
1,325,866	Conservation Trust Fund	Funds available increase due to planned future Parks projects in 2009 and 2010, including the Beck Recreation Center.

PLANNED DRAW-DOWNS OF FUNDS AVAILABLE IN 2009

Decrease	Fund	Comments
(92,063,473)	Water Fund	Planned draw-down of funds available for continued construction of the Prairie Waters Project.
(25,306,231)	Wastewater Fund	Funds available decrease due to draw-down of reserves from bond proceeds received in 2006 for multiple capital projects.
(3,673,089)	Capital Projects Fund	Draw-down of funds available for capital projects, including partial renovation of the South Maintenance Facility, fire station remodels, Stapleton Road connections, and security system expansion for the municipal center.
(3,496,795)	Risk Management Fund	Transfers of funds available of $1.5 million for Capital Projects Fund balancing, $1.0 million for a loan to create the Green Fund, $1.0 million for onetime uses in the General Fund.
(1,228,439)	Arapahoe County Open Space Fund	Increase in spending for capital projects including Springhill Park.
(1,211,937)	Enhanced E-911 Fund	Funds available of $0.8 million are used for Public Safety Communications expenditures. Capital appropriations are also increased for an E-911 answering system upgrade.
(1,086,975)	Development Review Fund	Funds available continue to decrease due to lower revenues.

NO PLANNED INCREASES OF FUNDS AVAILABLE IN 2009 OVER $1.0 MILLION

Attachment 6
Significant Base Budget Adjustments, Non-General Fund

Fund	Item	Description	Amount
Abatement Fund	Ongoing Supplemental	Increase in spending authority for expenses and personal services related to high volume of abatements. Transfer of 1.0 Code Enforcement Inspector from General Fund to Abatement Fund in 2008.	$ 346,605
Designated Revenue Fund	Ongoing Supplemental	Correct the 2008 Community Trees program budget by lapsing appropriation to match actual revenue.	(292,441)
Development Review Fund	Ongoing Supplemental	A 2008 transfer of net 1.5 FTE from the Development Review Fund to Arapahoe County Open Space Fund and Designated Revenue Fund; 2008 transfer of contract Construction Manager to Arapahoe County Open Space Fund and Conservation Trust Fund.	(160,979)
Fleet Management Fund	Mandated Cost	Increase for higher fuel and maintenance costs.	1,354,173
Gifts and Grants Fund	Ongoing Supplemental	Neighborhood Services- Increase in appropriation for anticipated gift and grant awards.	300,000
	Other Adjustments	Library- Increase in appropriation for anticipated gift and grant awards.	280,000
Golf Courses Fund	One-time Event Expenditures	Reduction of budget for one-time expenditures for the USGA Amateur Public Links Golf Championship in 2008.	(137,600)
	Other Adjustments	Reduce Capital Related budget to align budget with anticipated expenditures.	(241,000)
Policy Reserve Funds	One-Time Removal	Transfer of additional funds in 2008 to General Fund and Tabor Reserve Fund.	(339,338)
Risk Management Fund	Other Adjustments	Adjustment for anticipated insurance and claim costs.	(199,285)
Wastewater	Ongoing Supplemental	Increase for higher Metro Wastewater annual charges for service.	1,578,212
	One-Time Equipment and Vehicle Purchases	Reduction of budget for one-time expenditures for equipment and vehicle purchases in 2008.	(585,796)
	Mandated Cost	Reduction in mandated costs, primarily electricity charges.	(318,193)
Water	Debt Service	Net change in schedule of debt service payments for all debt issues.	(2,399,728)
	One-Time Expenditures	Reduction of budget for one-time expenditures in 2008 for equipment and vehicle purchases and repair and maintenance of infrastructure and facilities.	(871,130)
	Zero-Base Budget Adjustments	Reduction of budget for equipment and vehicle replacement accounts.	(355,325)
	Mandated Cost	Increase in the cost of chemicals used to produce finished water.	210,000

Attachment 7

General Fund Additions

Department	Item	Amount
City Council	Increase for Metro Mayors' Transportation Study and Metro Mayors' Youth Award	$ 25,500
Civil Service Commission	Increase appropriation due to increased applicant testing numbers	19,500
Development Services	Fund ACED/AEDC directly from the General Fund	377,229
Fire	City match for Staffing for Adequate Fire and Emergency Response (SAFER) grant	108,540
General Management	Increase for E-Recordings contract, transfer of 4.0 TV Services position from Designated Revenues Fund	319,528
Information Technology	First-year maintenance and support contracts, increase in email storage hardware, telecommunication support for new Tiny Tots program	140,950
Library, Rec and Cultural	Establish Historical Preservation Marking Program	2,000
Neighborhood Services	Fund NABA directly from the General Fund	20,000
Non-Departmental	Increase for snow removal costs, additional debt service transfer, refund of past costs to Development Review Fund for AEDC/ACED/NABA	1,636,000
Parks and Open Space	Operations and maintenance for 61 acres added 2008-2009, restoration of funding for median maintenance	130,072
Police	8.0 new 2/1000 Patrol Officers and associated equipment, not including vehicles	556,027
Public Works	Increase for a consultant to study FasTracks planning in the City, increase funding for electricity costs as a result of system growth in public lighting	266,420
Total Additions		**$ 3,601,766**

General Fund Reductions

Department	Item	Amount
City Attorney	Eliminate 1.0 Paralegal and 0.5 Assistant City Attorney positions	$ (110,000)
City Council	Eliminate Blue-Ribbon Panel budget, reduce City Council contingency	(50,000)
Court Administration	Eliminate 2.0 Assistant Detention Officer positions	(85,000)
Development Services	Reduce staff hours at Aurora Business Development Center, reduce travel and training	(16,500)
Finance	Eliminate 3.0 vacant positions in Tax Audit; eliminate contract development position and 0.50 Management Analyst; reduce operating budget for travel and training, computer purchases, and bank fees	(419,147)
Fire	Eliminate 6.0 vacant positions through adjustment of staffing and truck company assignments	(462,811)
General Management	Reduce fleet replacement budget; reduce supplies and services, travel and training, equipment repair and replacement, overtime, and custodial services; eliminate window cleaning; eliminate 1.0 Master Control Technician, 1.0 Procurement Agent, and 0.5 Management Analyst	(2,389,543)
Human Resources	Eliminate Employee Wellness Stipend and Second Language Program, delay hiring of Manger of Compensation, reduce supplies and services accounts, reduce travel and training	(223,981)
Information Technology	Eliminate 1.0 Systems Coordinator, eliminate PC replacement for 2009, realize savings from renegotiated contracts, reduce equipment replacement, reduce travel and training	(789,892)

Attachment 7 (continued)

General Fund Reductions

Department	Item	Amount
Judicial	Eliminate 1.5 vacant Associate Judge positions	$ (105,000)
Library, Rec and Cultural	Reduce material acquisitions, decrease subsidy to Recreation Fund and Cultural Services Fund	(502,137)
Neighborhood Services	Eliminate 1.0 Code Enforcement Inspector, eliminate 1.0 Neighborhood Liaison, transfer 1.0 Code Enforcement Inspector to Abatement Fund, transfer 1.0 Code Enforcement Inspector to Community Development Fund, move a portion of supervisory expenses for the Restricted Breed program to Designated Revenue Fund	(258,919)
Non-Departmental	Eliminate performance awards, 2009 pension savings, decrease transfer to Visitor's Promotion Advisory Board	(1,025,425)
Parks and Open Space	Eliminate 12.0 seasonal employees; eliminate 1.0 Forestry Technician, 1.0 Parks Worker, 1.0 Maintenance Technician, and transfer 0.3 Landscape Architect to Designated Revenues; reclass supervisory position; reduce operating supplies, contract services, equipment and vehicle purchases, equipment replacement and repairs, and fleet maintenance and fuel	(860,009)
Planning	Eliminate 0.95 Senior Planner, reduce budget for abandoned waste removal	(100,688)
Police	Convert Division Chief to Patrol Officer, eliminate 5.0 Police Report Clerks, reduce patrol officer overhire, reduce recruitment budget, eliminate hiring bonuses	(609,249)
Public Works	Eliminate 1.0 Public Improvement Inspection Supervisor, 2.0 Public Improvement Inspectors, 1.0 Administrative Technician, 1.0 Senior Real Property Agent, 1.0 Design Engineer, and 1.0 Senior Survey Technician; reduce street sweeping operations; defer street maintenance and street overlay projects; defer pavement marking projects; defer traffic signal installation and improvements; reduce various supply and service accounts; reduce seasonal labor and overtime; reduce equipment repair and replacements	(1,178,438)
Total Reductions		**$ (9,186,739)**

General Fund New Revenue

Department	Item	Amount
Civil Service Commission	Increase appropriation due to increased applicant testing numbers	$ 19,500
Development Services	Fund portion of Urban Renewal with AURA funds	80,852
Finance	Transfer Scientific and Cultural Facilities District audit costs to the Cultural Services Fund; investment and research services to the Designated Revenues Fund; fence financing to the Surplus and Deficiency Fund; portion of costs for the Grants Officer to the Cultural Services Fund	15,000
Neighborhood Services	Increase pet license revenue	61,750
Non-Departmental	Transfer to General Fund from Building Repair Fund, Fleet Management Fund, E-911 Fund, Policy Reserve Fund, Recreation Fund, and Risk Management Fund	2,079,160
Parks and Open Space	Increased revenue as a result of higher admission fees and shelter rental charges	71,000
Total New Revenue		**$ 2,327,262**
Total Amendments		**$ (7,912,235)**

Attachment 8
Significant Amendments in Other Operating Funds

Fund	Item	Amount
Abatement Fund	Transfer 1.0 Code Enforcement Inspectors from the General Fund to the Abatement Fund	$ 59,432
Arapahoe County Open Space Fund	Funding for 20 new miles of trails and 61 new acres, equipment replacement, and noxious weed management	379,300
Building Repair Fund	Transfer of funds available to the General Fund	18,209
Community Development Fund	Full appropriation to match approved federal spending plan, convert 1.0 Code Enforcement Officer from the General Fund to the Community Development Fund	4,305,915
Cultural Services Fund	Eliminate 1.0 North Aurora Special Events Assistant (offset by corresponding revenue reduction of $61,544), absorb portion of cost for Grants Officer position	(46,544)
Debt Service (GO) Fund	One-time transfer from the City Debt Service Fund to the Capital Projects Fund	124,000
Designated Revenues Fund	Increase costs for investment research services, transfer of IYSO related expenses and 0.25 Recreation Supervisor from Recreation Fund to Designated Revenue Fund, add Financial Advisor retainer fee (fully offset by $50,000 revenue from bond proceeds), increase Arapahoe County intergovernmental agreement expense (partially offset by $6,694 in revenue), transfer of 4.0 TV Services positions from the Designated Revenue Fund to the General Fund, remove payment and offsetting transfer for ACED/AEDC/NABA, transfer of Restricted Breed Program supervisory expenses and decrease in Restricted Breed Program revenue, decrease the transfer in from Visitor's Promotion Advisory Board by $85,425	(445,925)
Development Review Fund	Eliminate 17.0 vacant and 2.0 filled positions in Development Services; eliminate 8.05 vacant and 2.0 filled positions in Planning; eliminate 3.0 vacant positions in Public Works; eliminate 1.0 vacant position in General Management; transfer 1.0 Urban Renewal position from Development Review Fund to General Fund; move funding support of ACED/AEDC/NABA from the Development Review Fund to the General Fund	(2,855,382)
E-911 Fund	Use of fund balance for Public Safety Communications	766,400
Fleet Management Fund	Add to replace fuel dispensers funded by fund balance, eliminate 1.0 Fleet Maintenance Specialist, eliminate temporary parts driver, reduce outsourced services, transfer of funds available from Fleet Management Fund to the General Fund	32,000
Gifts and Grants Fund	Due to additional anticipated revenue of $15,600 in the Gifts and Grants Fund for preschool programs, the same amount of additional related expenses are being transferred from the Recreation Fund to the Gifts and Grants Fund.	15,600
Golf Courses Fund	Restructure debt service for Aurora Hills Irrigation and Murphy Creek/Sewer Fund loans; increase appropriation for salary, equipment repair and replacement, and utility increases	(244,083)

Attachment 8 (continued)
Significant Amendments in Other Operating Funds

Fund	Item	Amount
Policy Reserve Fund	Transfer of funds available to the General Fund	150,000
Print Shop Fund	Lease of high volume, high speed digital color and black and white copiers partially offset by a $70,356 increase in revenue and a reduction in maintenance costs and overtime	103,553
Recreation Fund	Reduce teen night programs, reduce temporary employees, eliminate touchtone registration, transfer of IYSO related expenses from the Recreation Fund to the Designated Revenue Fund, transfer of preschool revenue and related expenses from the Recreation Fund to the Gifts and Grants Fund. The service reductions will be offset by equal revenue reductions (decrease in subsidy from the General Fund).	$ (190,578)
Risk Management Fund	One-time transfer from the Risk Management Fund to the Capital Projects Fund, one-time transfer from the Risk Management Fund to the General Fund, one-time transfer from the Risk Management Fund to the Designated Revenue Fund for the Green Fund loan	3,492,680
Surplus and Deficiency Fund	Charges for financing and Neighborhood Liaison assistance of Fence Program, one-time transfer from the Surplus and Deficiency Fund to the Capital Projects Fund	240,000
Wastewater Fund	Funding for 3.0 new positions, increased costs for sanitary sewer treatment services, closed circuit television installation, facility repair and maintenance, and additional operating costs	4,053,817
Water Fund	Funding for net 8.0 positions, new Lower Arkansas Valley intergovernmental agreement, and additional operating costs; reductions in outside legal services, consulting services, and professional services; restructure of rebate program	2,010,875
Total Amendments		**$ 11,969,269**

Attachment 9

Staffing Summary by Fund

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Abatement Fund	1.00	1.00	3.00	4.00
Arapahoe County Open Space Fund	8.10	16.85	17.95	17.95
Community Development Fund	30.30	27.20	25.20	26.20
Conservation Trust Fund	4.65	4.90	4.90	4.90
Cultural Services Fund	18.00	19.00	20.00	19.00
Designated Revenues Fund	28.10	33.10	35.50	32.00
Development Review Fund	118.25	119.25	119.25	86.20
Enhanced E-911 Fund	5.00	5.00	5.00	5.00
Fleet Management Fund	38.34	38.34	38.34	37.34
General Fund	1,980.68	2,037.53	2,044.03	2,014.83
Gifts & Grants Fund	0.50	0.50	0.50	0.50
Golf Courses Fund	52.00	52.00	52.00	52.00
Print Shop Fund	2.50	3.00	3.00	3.00
Recreation Fund	67.00	67.00	67.00	66.75
Risk Management Fund	10.00	10.00	10.00	10.00
Wastewater Fund	134.10	144.35	152.70	155.70
Water Fund	240.90	258.65	262.30	270.30
Grand Total	**2,739.42**	**2,837.67**	**2,860.67**	**2,805.67**

Attachment 10
2006-2013 Capital Improvement Program Summary

Fund\Department	2006 Actual	2007 Actual	2008 Projected Budget	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Arapahoe County Open Space Fund									
Parks & Open Space	3,500,645	4,379,143	2,265,913	3,759,370	2,219,430	2,980,378	3,268,993	3,372,753	15,600,924
Total Arapahoe County Open Space Fund	**3,500,645**	**4,379,143**	**2,265,913**	**3,759,370**	**2,219,430**	**2,980,378**	**3,268,993**	**3,372,753**	**15,600,924**
Bond Proceeds Fund									
Fire	55,000	0	0	0	0	0	0	0	0
Library, Rec & Cultural Svcs	9,628	2,050	0	0	0	0	0	0	0
Parks & Open Space	335,200	5,228	0	126,980	0	0	0	0	126,980
Total Bond Proceeds Fund	**399,828**	**7,278**	**0**	**126,980**	**0**	**0**	**0**	**0**	**126,980**
Building Repair Fund									
General Management	2,816,573	2,213,612	1,932,586	1,905,591	1,937,791	1,918,043	1,933,504	1,939,184	9,634,113
Total Building Repair Fund	**2,816,573**	**2,213,612**	**1,932,586**	**1,905,591**	**1,937,791**	**1,918,043**	**1,933,504**	**1,939,184**	**9,634,113**
Capital Projects Fund									
Development Services	250,000	-467,420	32,580	32,580	32,580	32,580	0	0	97,740
Finance	332,586	127,799	134,879	139,545	145,127	175,932	181,969	188,248	830,821
Fire	1,083,950	-50,000	512,000	550,000	50,000	50,000	30,000	2,930,000	3,610,000
General Management	-21,454	475,914	622,348	504,853	401,287	417,339	434,032	451,393	2,208,904
Information Technology	1,466,140	2,330,000	1,904,189	2,160,000	2,160,000	2,160,000	2,160,000	2,160,000	10,800,000
Library, Rec & Cultural Svcs	110,000	740,000	0	0	0	0	0	0	0
Non-Departmental	2,900,847	2,391,307	2,273,270	2,014,006	1,992,173	1,995,077	1,996,851	2,028,820	10,026,927
Parks & Open Space	365,280	528,029	227,241	330,331	333,544	336,886	340,361	393,975	1,735,097
Planning	0	150,000	-59,000	0	0	0	0	0	0
Police	0	113,000	0	0	0	0	0	0	0
Public Works	14,701,189	21,221,756	24,367,811	18,675,435	17,724,208	18,548,269	18,850,013	20,327,021	94,124,946
Total Capital Projects Fund	**21,188,538**	**27,560,385**	**30,015,318**	**24,406,750**	**22,838,919**	**23,716,083**	**23,993,226**	**28,479,457**	**123,434,435**

Attachment 10
2006-2013 Capital Improvement Program Summary

Fund\Department	2006 Actual	2007 Actual	2008 Projected Budget	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Community Maintenance Fund									
Public Works	0	-71,109	0	0	0	0	0	0	0
Total Community Maintenance Fund	**0**	**-71,109**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Conservation Trust Fund									
Library, Rec & Cultural Svcs	1,499,194	-210,681	66,843	1,032,722	4,600,000	250,000	2,128,000	1,425,000	9,435,722
Parks & Open Space	1,061,250	1,273,000	1,190,000	1,733,000	1,033,000	1,390,000	1,100,000	1,165,000	6,421,000
Total Conservation Trust Fund	**2,560,444**	**1,062,319**	**1,256,843**	**2,765,722**	**5,633,000**	**1,640,000**	**3,228,000**	**2,590,000**	**15,856,722**
Designated Revenues Fund									
Development Services	0	2,535,461	775,000	0	0	0	0	0	0
Information Technology	0	425,000	250,000	0	0	0	0	0	0
Neighborhood Services	0	0	150,000	0	0	0	0	0	0
Non-Departmental	0	0	2,322,400	0	0	0	0	0	0
Parks & Open Space	828,000	100,000	855,000	350,000	275,000	340,000	400,000	400,000	1,765,000
Public Works	0	520,000	146,125	0	0	0	0	0	0
Total Designated Revenues Fund	**828,000**	**3,580,461**	**4,498,525**	**350,000**	**275,000**	**340,000**	**400,000**	**400,000**	**1,765,000**
Enhanced E-911 Fund									
General Management	0	0	0	150,000	0	0	0	0	150,000
Information Technology	2,143,105	2,152,978	2,431,492	2,666,682	2,474,051	2,229,970	3,293,616	3,331,854	13,996,173
Total Enhanced E-911 Fund	**2,143,105**	**2,152,978**	**2,431,492**	**2,816,682**	**2,474,051**	**2,229,970**	**3,293,616**	**3,331,854**	**14,146,173**
Gifts & Grants Fund									
Parks & Open Space	273,500	0	715,679	0	0	0	0	0	0
Public Works	8,417,224	0	892,057	450,000	450,000	430,000	0	0	1,330,000
Total Gifts & Grants Fund	**8,690,724**	**0**	**1,607,736**	**450,000**	**450,000**	**430,000**	**0**	**0**	**1,330,000**

Attachment 10
2006-2013 Capital Improvement Program Summary

Fund\Department	2006 Actual	2007 Actual	2008 Projected Budget	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Golf Courses Fund									
Parks & Open Space	345,000	382,500	110,000	130,000	150,000	130,000	130,000	130,000	670,000
Total Golf Courses Fund	**345,000**	**382,500**	**110,000**	**130,000**	**150,000**	**130,000**	**130,000**	**130,000**	**670,000**
Parks Development Fund									
Parks & Open Space	687,834	547,934	1,702,505	851,039	77,472	0	0	0	928,511
Total Parks Development Fund	**687,834**	**547,934**	**1,702,505**	**851,039**	**77,472**	**0**	**0**	**0**	**928,511**
Wastewater Fund									
Aurora Water	18,522,603	26,077,290	10,193,941	32,098,098	29,584,173	22,166,951	51,411,657	48,247,871	183,508,750
Total Wastewater Fund	**18,522,603**	**26,077,290**	**10,193,941**	**32,098,098**	**29,584,173**	**22,166,951**	**51,411,657**	**48,247,871**	**183,508,750**
Water Fund									
Aurora Water	97,886,655	197,486,872	241,416,590	281,627,576	87,530,807	87,368,032	42,334,762	44,478,249	543,339,426
Total Water Fund	**97,886,655**	**197,486,872**	**241,416,590**	**281,627,576**	**87,530,807**	**87,368,032**	**42,334,762**	**44,478,249**	**543,339,426**
Total Capital Improvement Program	**159,569,949**	**265,379,663**	**297,431,449**	**351,287,808**	**153,170,643**	**142,919,457**	**129,993,758**	**132,969,368**	**910,341,034**

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 figure is generally the result of the application of a budget reduction to a project with unspent prior year appropriation.

Attachment 11
Capital Amendment Summary by Fund and Department

Fund\Department	2008 Projected Budget [1]	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Arapahoe County Open Space Fund							
Parks & Open Space	0	-150,000	-997,472	-650,000	-325,000	3,275,000	1,152,528
Total Arapahoe County Open Space Fund	**$0**	**($150,000)**	**($997,472)**	**($650,000)**	**($325,000)**	**$3,275,000**	**$1,152,528**
Bond Proceeds Fund							
Parks & Open Space	0	126,980	0	0	0	0	126,980
Total Bond Proceeds Fund	**$0**	**$126,980**	**$0**	**$0**	**$0**	**$0**	**$126,980**
Capital Projects Fund							
Finance	0	271	1,282	27,333	28,426	29,563	86,875
Fire	-2,900,000	0	0	0	-2,900,000	2,900,000	0
General Management	0	65,611	-55,525	-57,745	-60,055	-62,457	-170,171
Information Technology	-225,811	0	0	0	0	0	0
Non-Departmental	-35,530	-44,794	-66,627	-63,723	-61,949	-29,980	-267,073
Parks & Open Space	-150,000	-417,512	-50,000	-50,000	-50,000	0	-567,512
Planning	-59,000	0	0	0	0	0	0
Public Works	-1,231,357	-1,803,862	-3,512,568	-918,524	-938,464	-52,480	-7,225,898
Total Capital Projects Fund	**($4,601,698)**	**($2,200,286)**	**($3,683,438)**	**($1,062,659)**	**($3,982,042)**	**$2,784,646**	**($8,143,779)**
Conservation Trust Fund							
Library, Rec & Cultural Svcs	-593,874	-2,516,210	3,785,000	-350,000	-141,000	1,425,000	2,202,790
Parks & Open Space	0	-65,000	43,000	-10,000	50,000	1,165,000	1,183,000
Total Conservation Trust Fund	**($593,874)**	**($2,581,210)**	**$3,828,000**	**($360,000)**	**($91,000)**	**$2,590,000**	**$3,385,790**
Designated Revenues Fund							
Parks & Open Space	0	25,000	50,000	0	35,000	375,000	485,000
Public Works	-53,875	0	0	0	0	0	0
Total Designated Revenues Fund	**($53,875)**	**$25,000**	**$50,000**	**$0**	**$35,000**	**$375,000**	**$485,000**
Enhanced E-911 Fund							
General Management	0	150,000	0	0	0	0	150,000

Attachment 11
Capital Amendment Summary by Fund and Department

Fund\Department	2008 Projected Budget [1]	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Enhanced E-911 Fund							
Information Technology	0	-547,319	-854,608	-1,217,924	-277,471	-365,101	-3,262,423
Total Enhanced E-911 Fund	**$0**	**($397,319)**	**($854,608)**	**($1,217,924)**	**($277,471)**	**($365,101)**	**($3,112,423)**
Gifts & Grants Fund							
Parks & Open Space	200,000	0	0	0	0	0	0
Public Works	-59,209	0	0	0	0	0	0
Total Gifts & Grants Fund	**$140,791**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Golf Courses Fund							
Parks & Open Space	0	-60,000	-40,000	20,000	-125,000	50,000	-155,000
Total Golf Courses Fund	**$0**	**($60,000)**	**($40,000)**	**$20,000**	**($125,000)**	**$50,000**	**($155,000)**
Parks Development Fund							
Parks & Open Space	0	851,039	77,472	-234,124	0	0	694,387
Total Parks Development Fund	**$0**	**$851,039**	**$77,472**	**($234,124)**	**$0**	**$0**	**$694,387**
Wastewater Fund							
Aurora Water	0	-1,977,612	-23,277,960	-19,013,315	-6,097,839	48,247,871	-2,118,855
Total Wastewater Fund	**$0**	**($1,977,612)**	**($23,277,960)**	**($19,013,315)**	**($6,097,839)**	**$48,247,871**	**($2,118,855)**
Water Fund							
Aurora Water	0	-5,968,604	-68,274,966	-10,043,511	-6,358,013	44,478,249	-46,166,845
Total Water Fund	**$0**	**($5,968,604)**	**($68,274,966)**	**($10,043,511)**	**($6,358,013)**	**$44,478,249**	**($46,166,845)**
Total Funding Changes	**($5,108,656)**	**($12,332,012)**	**($93,172,972)**	**($32,561,533)**	**($17,221,365)**	**$101,435,665**	**($53,852,217)**

1 Figures represent an estimate of how the 2008 adopted budget will be amended by year-end 2008. This column includes the 2008 adopted budget plus budget transfers, Fall 2007 and Spring 2008 budget amendments, and contemplated amendments, transfers and lapses for the remainder of 2008. A negative figure is generally the result of the application of a budget reduction to a project with unspent prior year appropriation.

AURORA

PROFILE OF AURORA

AURORA

2009 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, Public Works, and Finance Departments, Zillow.com, 2007 American Community Survey, 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 154 square miles, establishes the eastern border of the metro-Denver area, and includes portions of Adams, Arapahoe, and Douglas Counties. The City has 75 square miles of developed land and 79 square miles of undeveloped land; it is a city with room to grow.

Population

Population	313,144 (2008 est.)
Households	127,085 (2008 est.)

Age

Median	33.4 (2008 est.)
% Between Ages:	
20-34	23.3% (2008 est.)
35-64	38.2% (2008 est.)

Income

Per Capita	$27,159 (2008 est.)
Median Household	$61,625 (2008 est.)

Workforce

Percent of Aurora's population 25 years and older who are:

High School Graduates	83.6% (2008 est.)
College Graduates	36.2% (2008 est.)
Total employment in Aurora	153,706 (2008 est.)

Industrial Sectors

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

Product Types:
Software & Systems
Manufacturing
Health Care
Financial Services

Transportation

Roadway Miles: (2008 est.)

135 miles of collector
791 miles of local
166 miles of private
164 miles of major
40 miles of minor
94 miles of highways

Taxes

Income Tax Rates

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

2009 Sales and Use Tax Rates (by County)

County	Aurora	State	Other	TOTAL
Adams	3.75%	2.90%	1.95%	**8.60%**
Arapahoe	3.75%	2.90%	1.45%	**8.10%**
Douglas	3.75%	2.90%	2.20%	**8.85%**

Quality of Life

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 (2008)	$191,000
Average condo/townhome (2008)	$121,500
Average apartment rent (2008)	$798

Public Schools

Aurora Public Schools

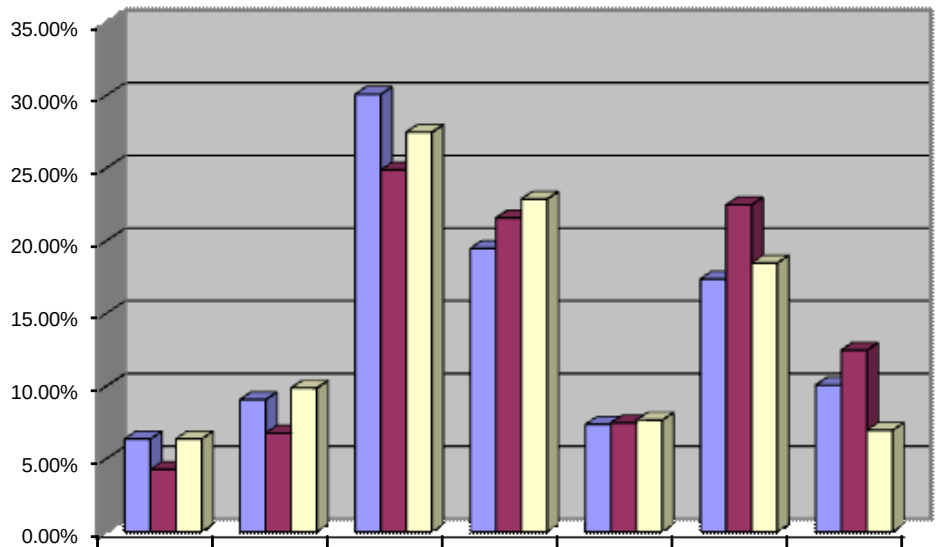
Pre-Schools	2
Elementary	29
Middle School	7
K-8	2
High School	4
Public Non-traditional	8
Total	52
Total 2008 Fall Enrollment	29,983

Cherry Creek School District
(Schools located in City of Aurora)

Elementary	24
Middle School	7
K-8	2
High School	4
Public Non-traditional	4
Total	41
Total 2008 Fall Enrollment	24,155

Educational Attainment

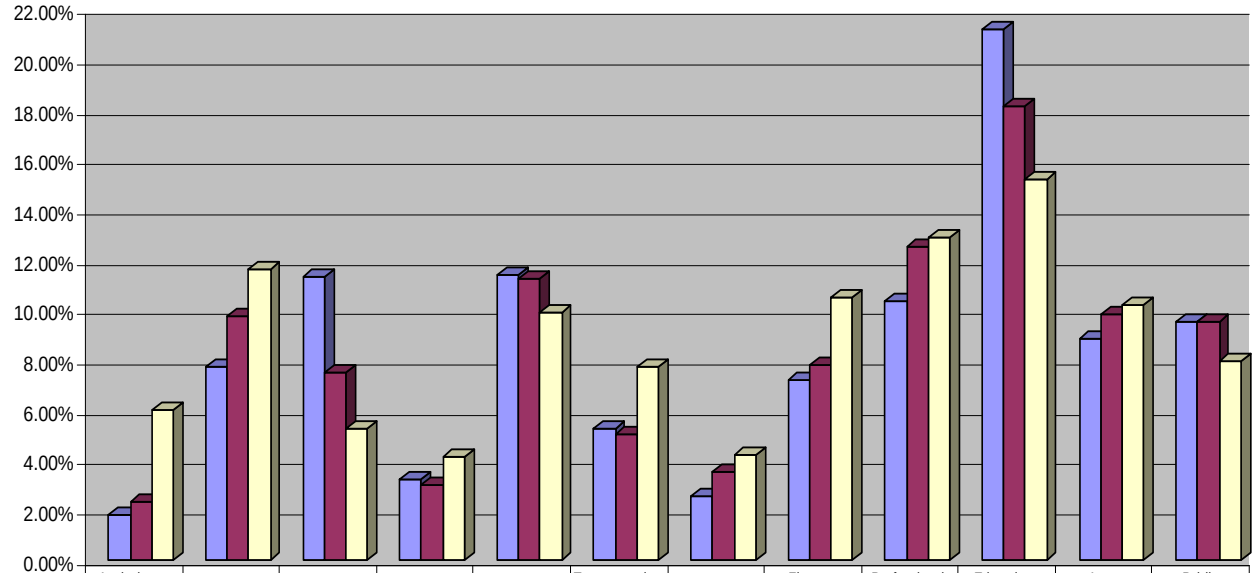
Source: 2007 American Community Survey, US Census Bureau



	< 9th Grade	No Diploma	High School Graduate or GED	Some College, No Degree	Associate Degree	Bachelor's Degree	Graduate or Professional Degree
Nation	6.4%	9.1%	30.1%	19.5%	7.4%	17.4%	10.1%
Colorado	4.3%	6.8%	24.9%	21.6%	7.5%	22.5%	12.5%
Aurora	6.4%	9.9%	27.5%	22.9%	7.7%	18.5%	7.0%

Workforce by Industry

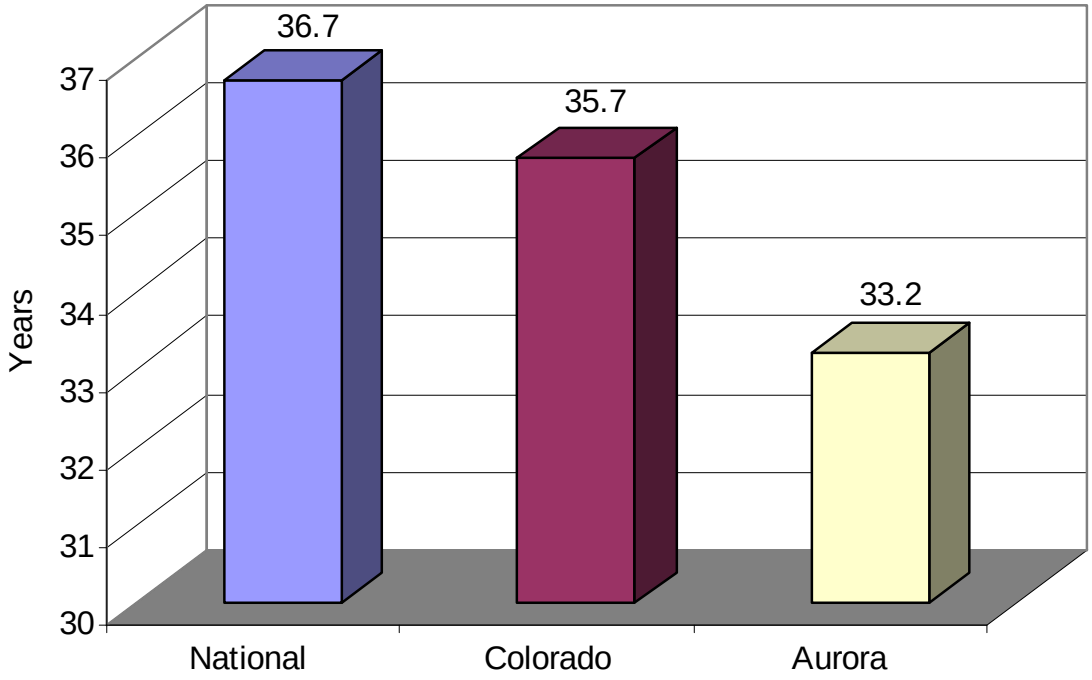
Source: 2007 America Community Survey, US Census Bureau



	Agriculture, forestry, fishing,	Construction	Manufacturing	Wholesale trade	Retail trade	Transportation, warehousing, utilities	Information	Finance, insurance, real estate,	Professional, scientific, management,	Education, health care, social	Arts, entertainment, recreation,	Public administration, Other services
Nation	1.8%	7.7%	11.3%	3.2%	11.4%	5.2%	2.5%	7.2%	10.3%	21.2%	8.8%	9.5%
Colorado	2.3%	9.7%	7.5%	3.0%	11.2%	5.0%	3.5%	7.8%	12.5%	18.1%	9.8%	9.5%
Aurora	6.0%	11.6%	5.2%	4.1%	9.9%	7.7%	4.2%	10.5%	12.9%	15.2%	10.2%	7.9%

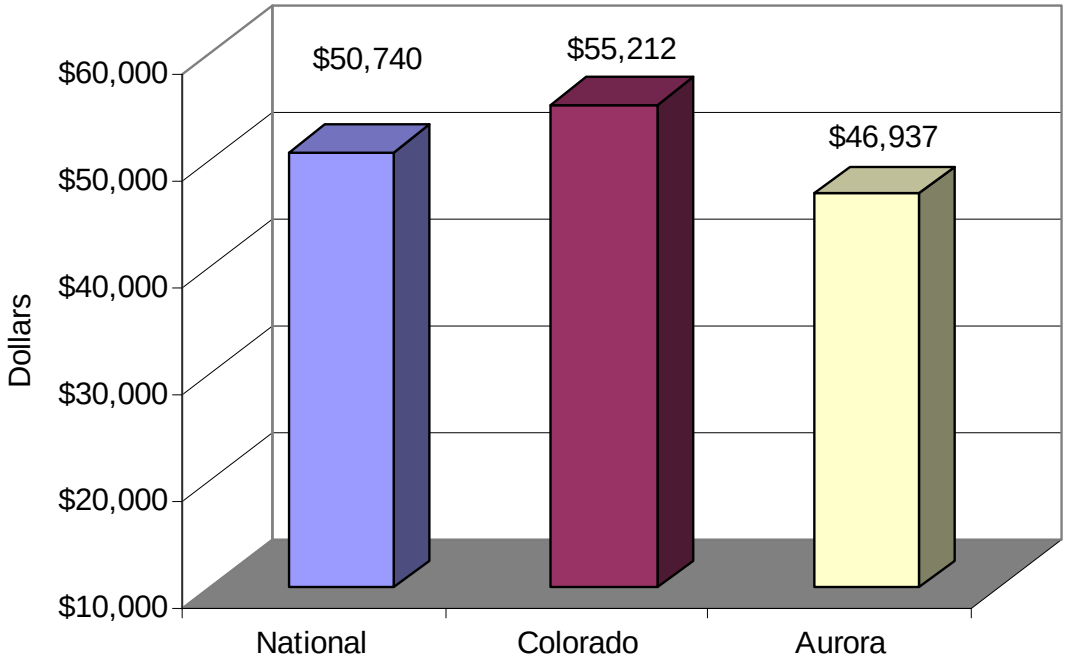
Median Age

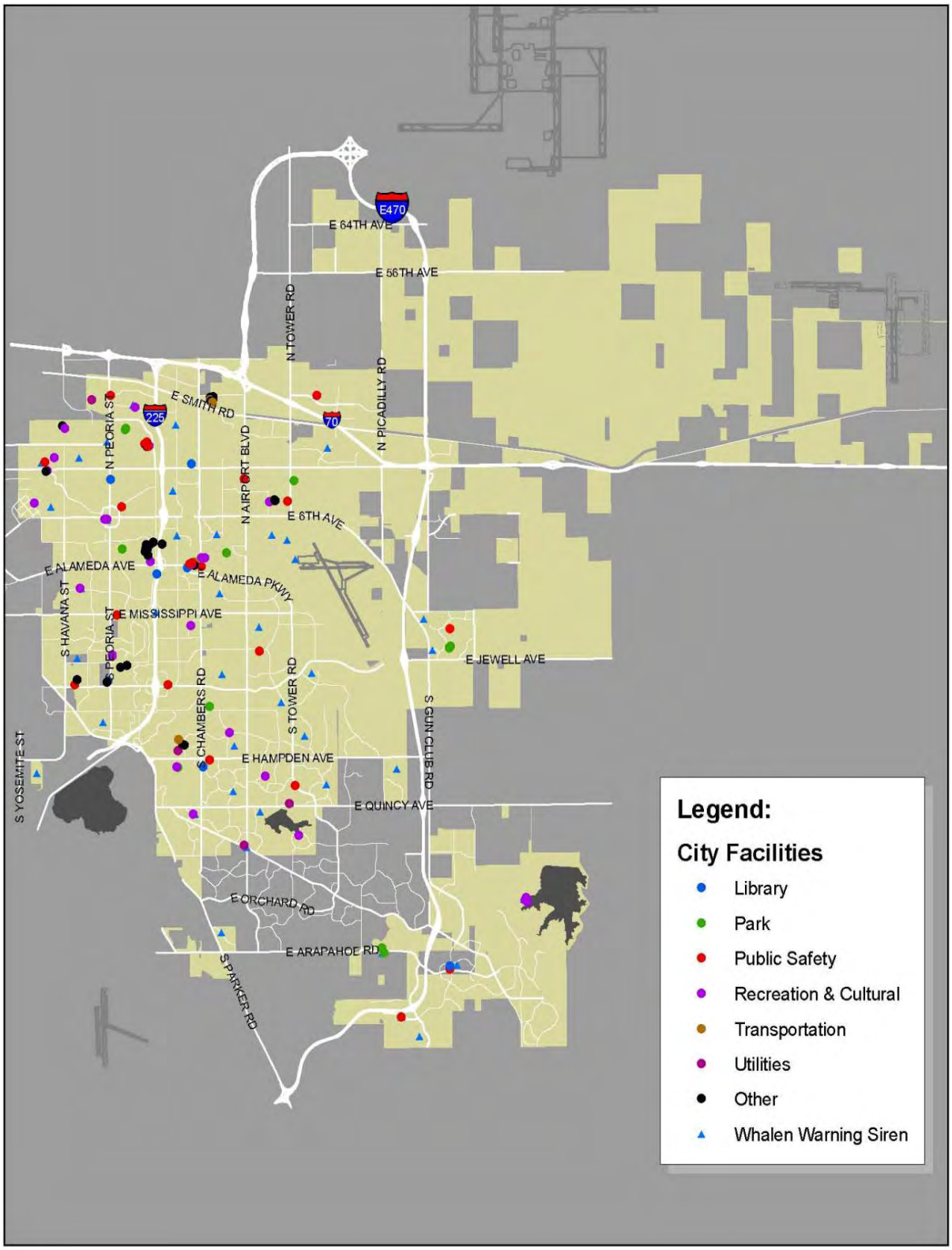
Source: 2007 American Community Survey, US Census Bureau



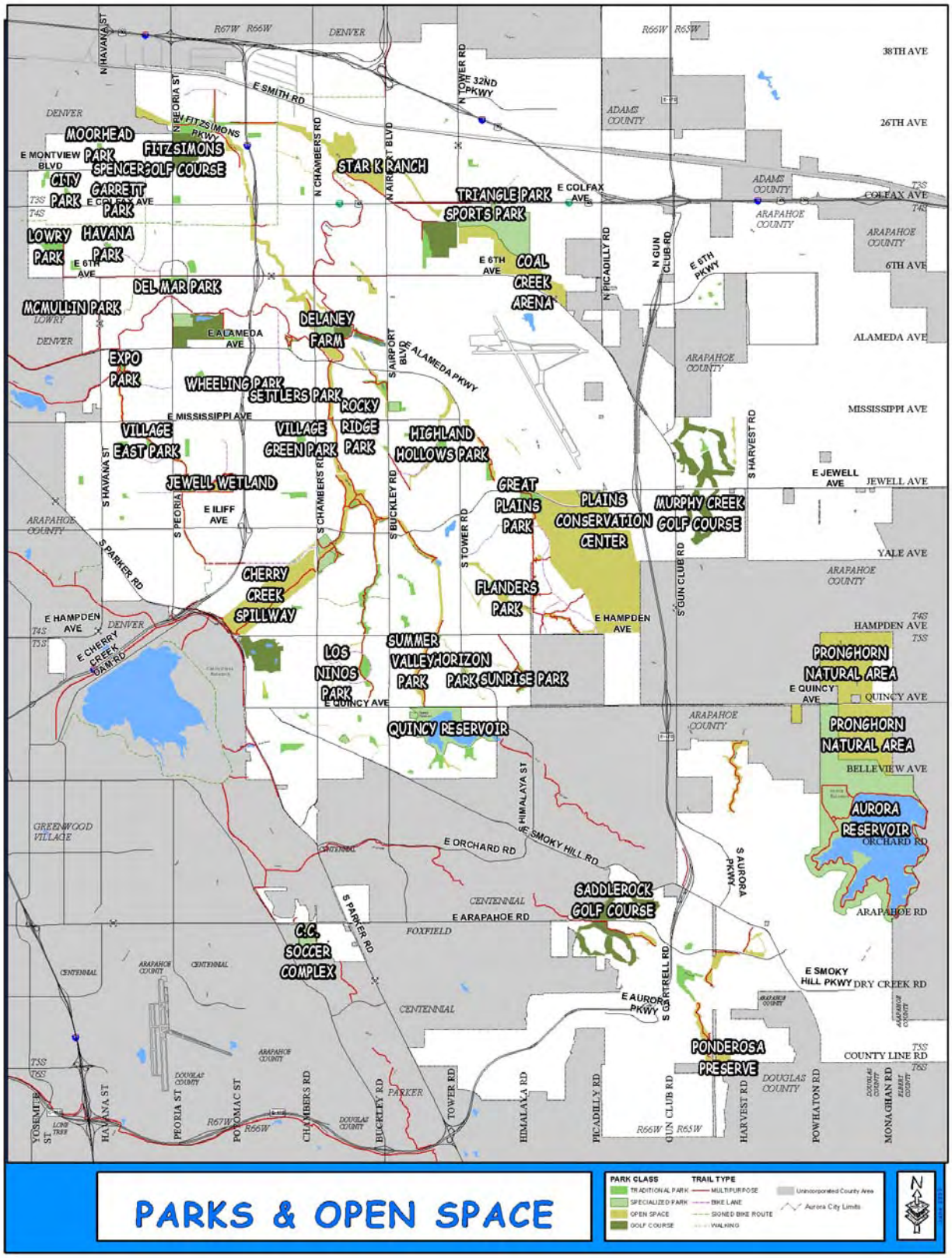
Median Household Income

Source: 2007 American Community Survey, US Census Bureau

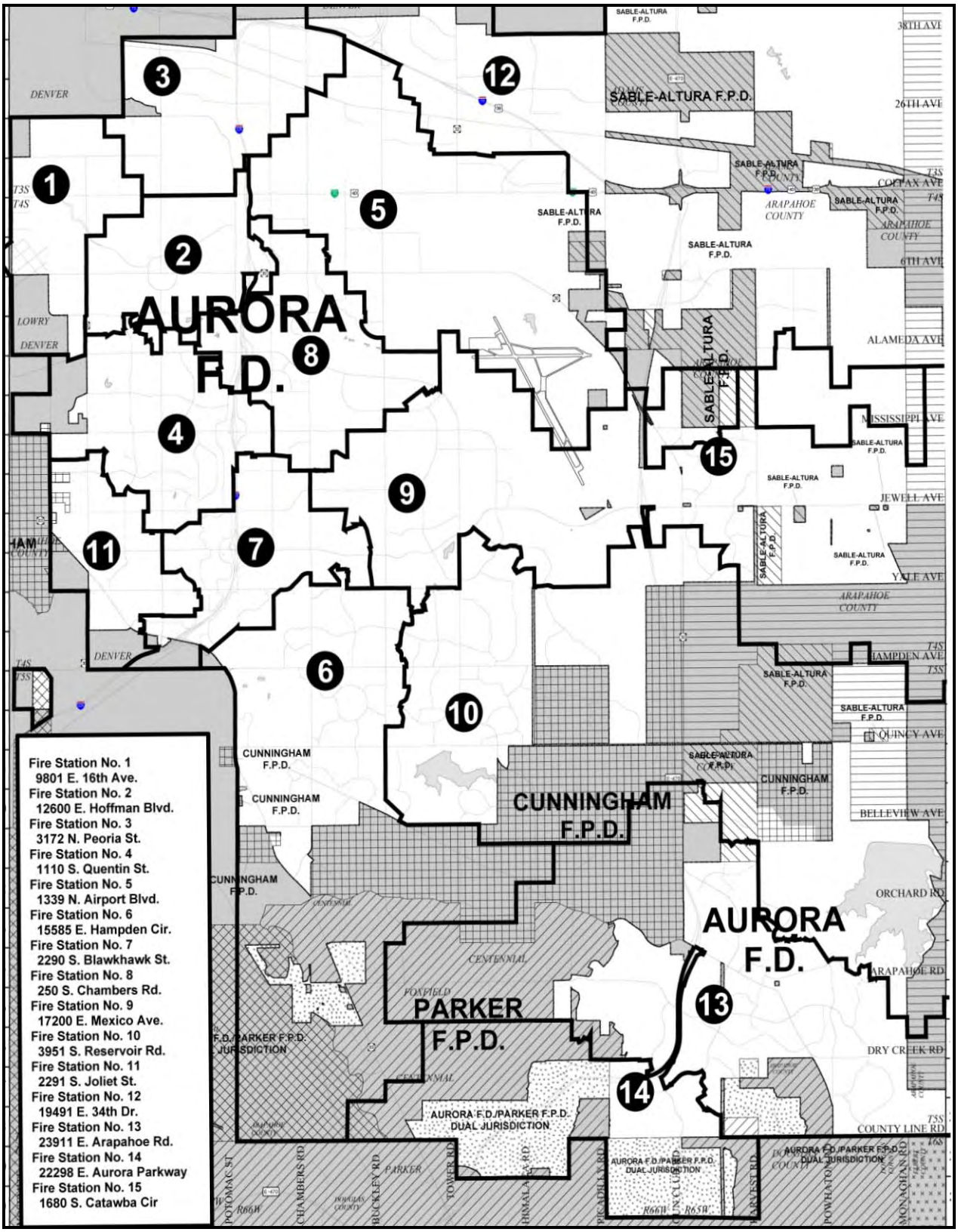



E470
E 64TH AVE
E 56TH AVE
N TOWER RD
N PICADILLY RD
E SMITH RD
225
70
N PEORIA ST
N AIRPORT BLVD
E 6TH AVE
E ALAMEDA AVE
E ALAMEDA PKWY
E MISSISSIPPI AVE
S HAVANA ST
S PEORIA ST
E JEWELL AVE
S CHAMBERS RD
S TOWER RD
S GUN CLUB RD
S YOSEMITE ST
E HAMPDEN AVE
E QUINCY AVE
E ORCHARD RD
E ARAPAHOE RD
S PARKER RD
Legend:
City Facilities
Library
Park
Public Safety
Recreation & Cultural
Transportation
Utilities
Other
Whalen Warning Siren

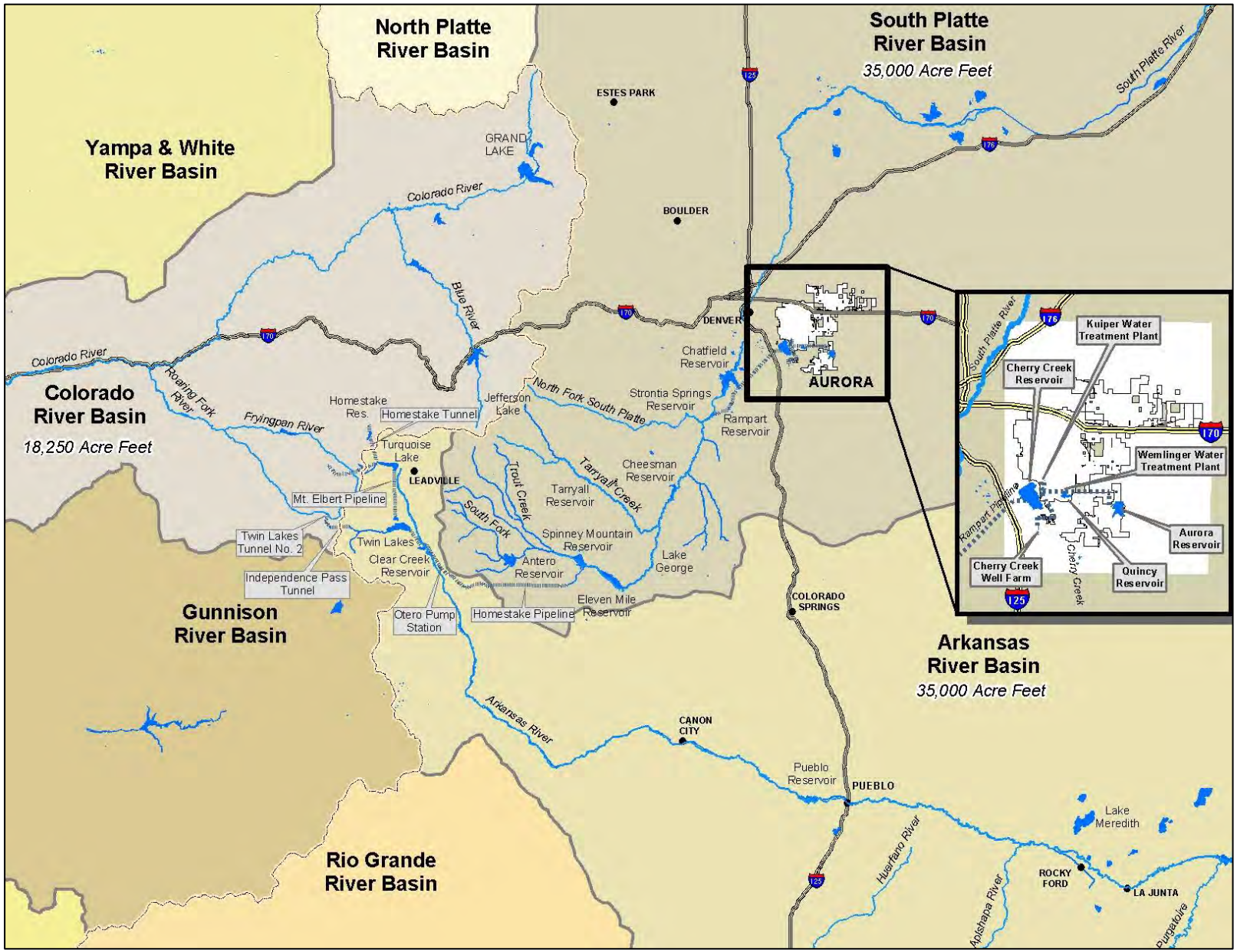
Parks & Open Space



Fire Department – Fire Stations / Coverage Areas



Raw Water Supply



City of Aurora

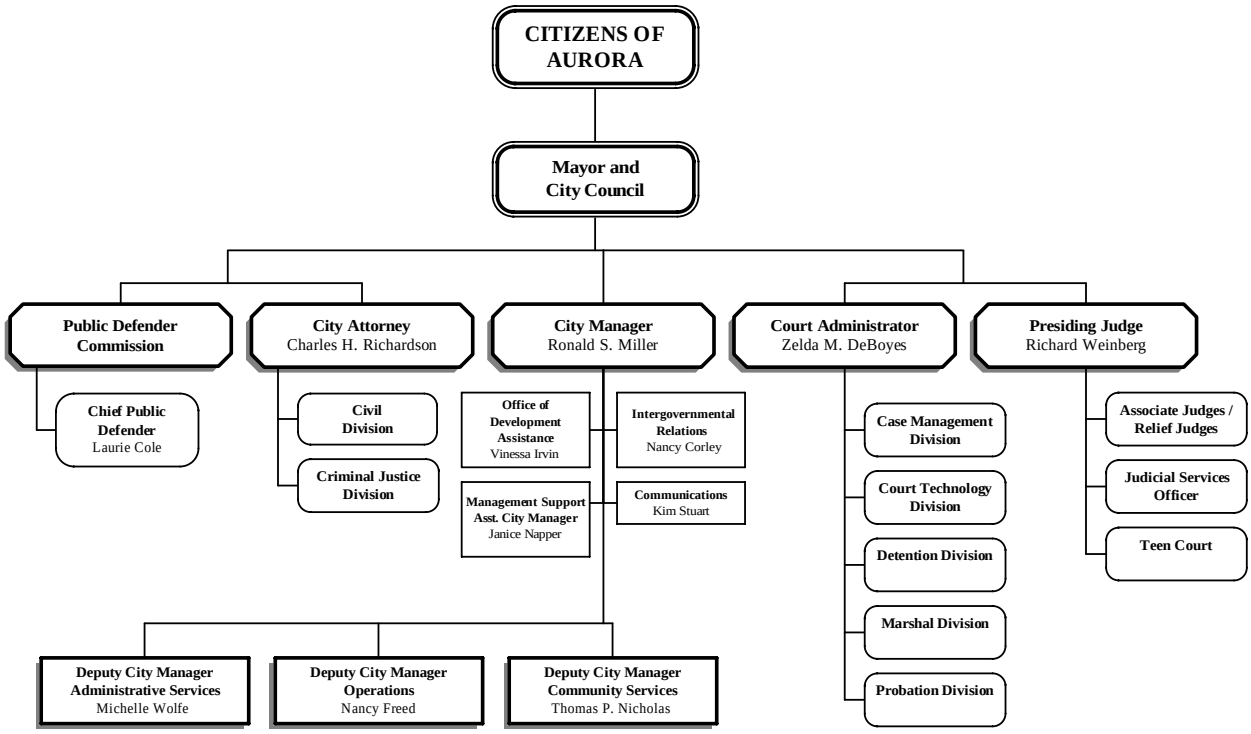
SUMMARY

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

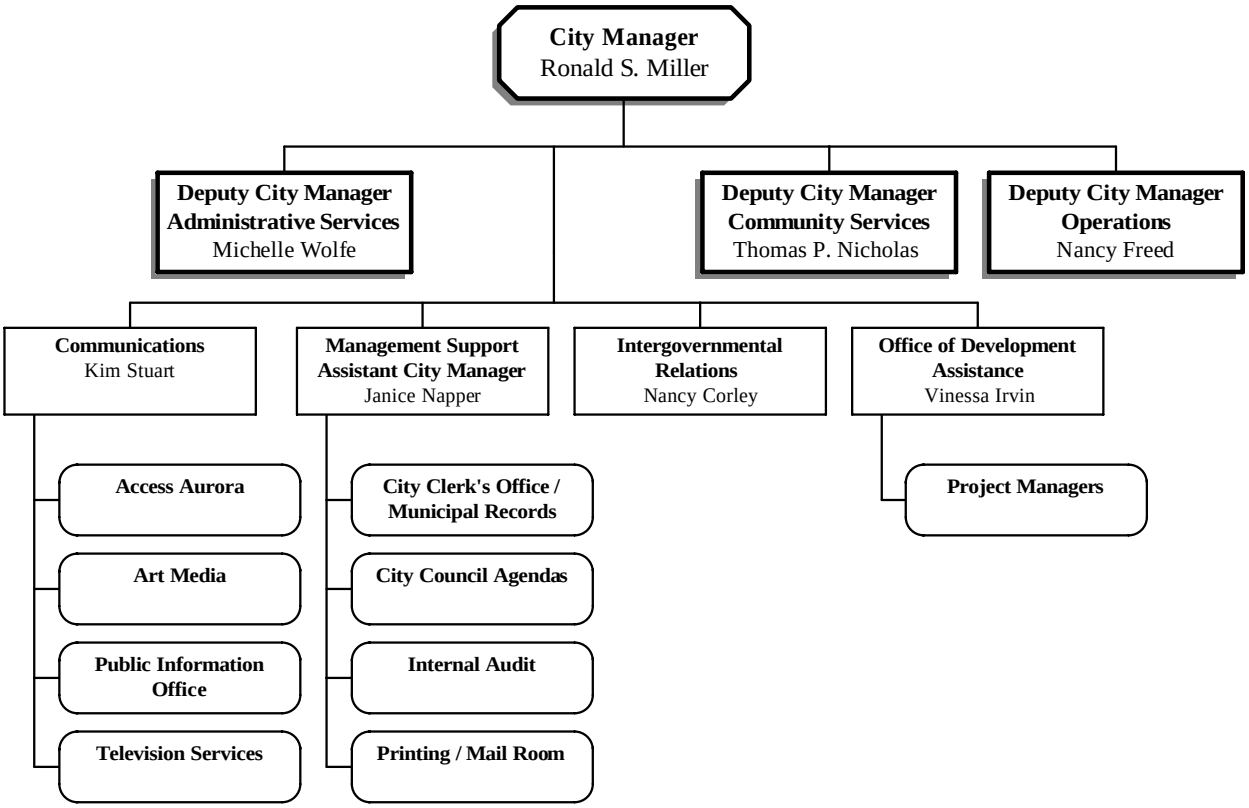


General Management

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 Center. 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

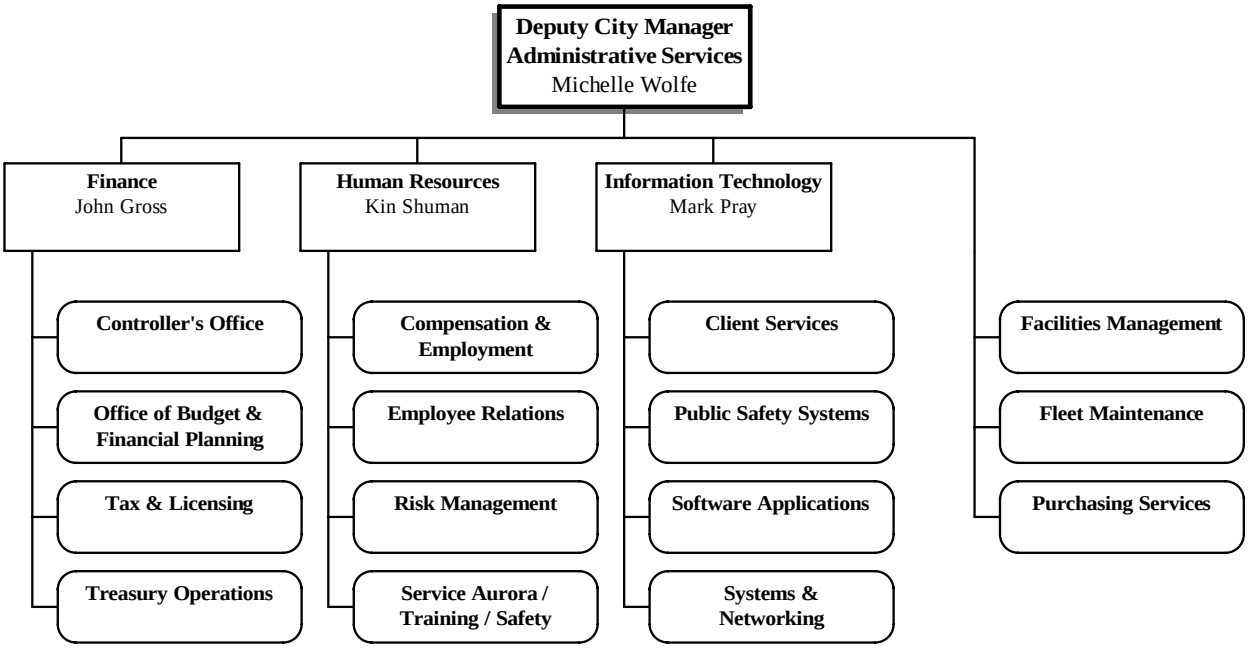


Administrative Services

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

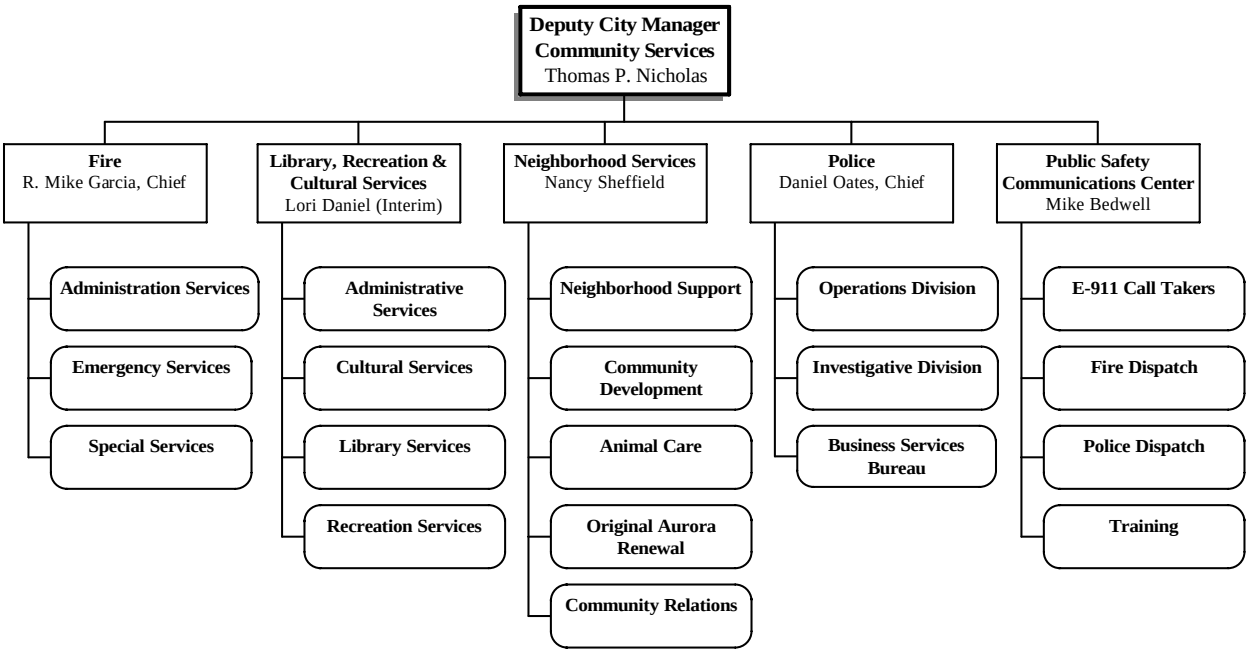


Community Services

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

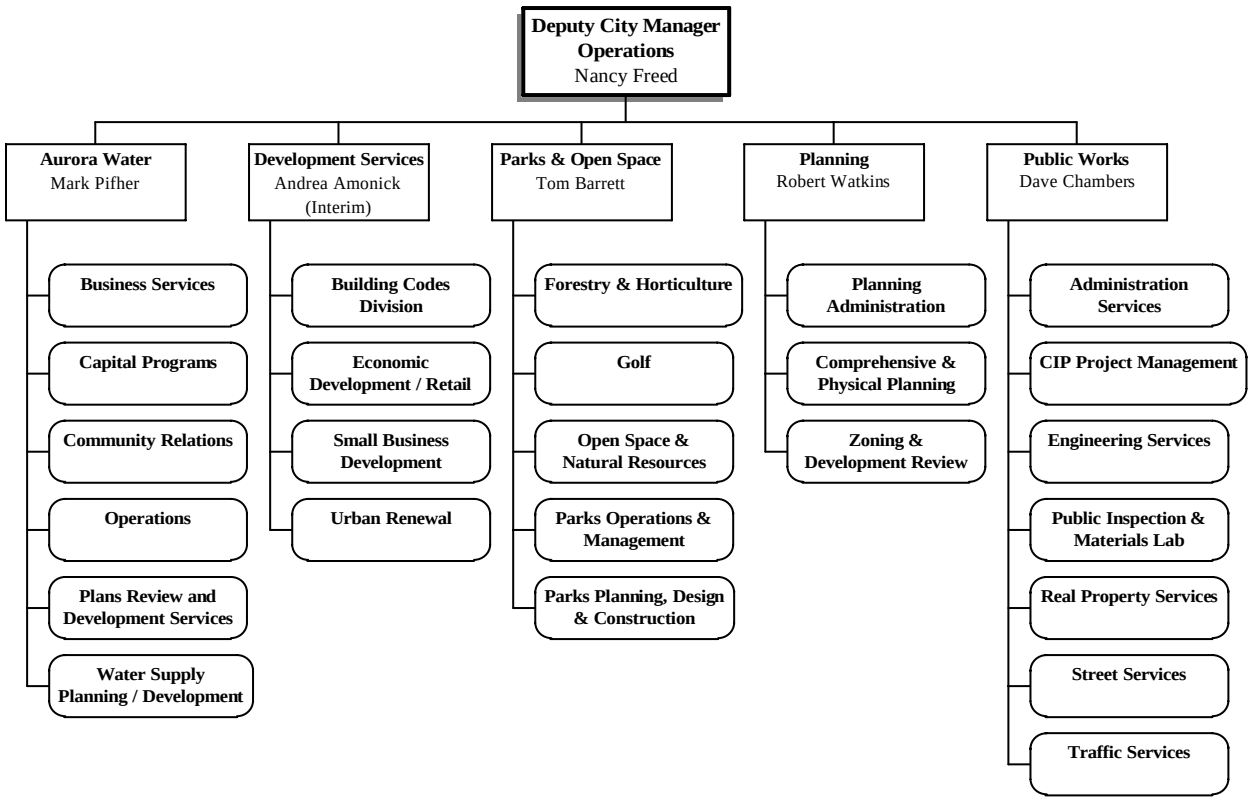


Operations

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



AURORA

REVENUE OVERVIEW

AURORA

2009 Economic and General Fund Revenue Overview

The purpose of the Economic and General Fund Revenue Overview is to highlight trends, events, and decisions during the budget creation process that affected the revenue forecast. The Office of Budget & Financial Planning projects revenues for the budget 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, staff specialists in other departments and members of executive staff review these projections. In consideration of this economically volatile time, an additional step was taken this year as the City of Aurora hosted a spring economic forum, bringing together local economists. Each was given the opportunity to voice their projection of current economic factors during the roundtable discussion. The insight gained proved valuable in preparation of the revenue projections.

The figures and narratives published in this document reflect the status of the 2009 budget as originally adopted by City Council, and the status of the 2008 projected budget at the time the 2009 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.

Recent receipts and economic data suggest negative growth for 2008 with modest revenue growth for 2009 compared to recent years. The national housing market downturn and slower local construction activity have significantly hindered revenue from building materials sales and construction permits. Consumers are responding to high energy and food prices following months of high foreclosure rates and an underlying credit crisis. Consumer confidence has reached its lowest level since 2003 in the Mountain Region as people are focusing more of their spending on necessities.

The economic outlook is mixed. Some economists have predicted a slow economic turnaround in 2009 but give warning of the downside risk presented by the volatility in energy prices, the value of the dollar, and the health of the financial market. The current unemployment rate is up over 2007 but still equates to positive job growth with continued growth in the forecast. The forecasts for personal income and wages and salaries are also positive, however, local inflation has risen and is expected to stay above 3.0 percent for the near future. Furthermore, the number of combined housing and commercial permits issued in Aurora is down 74 percent compared to this time last year. Some early reports forecasted permits to increase in 2009 as the inventory of homes is gradually reduced but recently, some economists have revised their forecasts to hold permits flat from 2008 to 2009.

Taking into consideration current receipts and economic data, the Budget Office recommends a moderate forecast for the remainder of 2008 and into 2009. There is potential for a slightly more optimistic outlook if consumer optimism is more positive than currently expected, or if the housing market turns around sooner than expected. There is also the potential for a more pessimistic outlook if economic recovery is delayed, primarily effecting the building and auto industries. The moderate 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 and the more pessimistic projection, referred to as the “pessimistic forecast” is shown in Revenue Attachment C. Revenue

Attachment D provides a summary comparison of the three forecasts and Revenue Attachment E, focuses on key economic indicator data.

Summary of Key Factors in the Economic Outlook

Economic Outlook

- *Personal income growth* in Colorado and Metro Denver is expected to remain above the nation throughout the forecast horizon.
- After three years of job losses, Aurora reported its third consecutive year of positive *employment growth* in 2007. Slower job growth is expected for 2008 and 2009 followed by increases near or above 2007 levels in future years.
- Although Metro area *inflation* is expected to increase in 2008 and 2009 driven by increasing energy prices, it will remain under the national rate. Metro area inflation for 2010 and beyond will stay near 2008 levels. Nationally, declines in housing costs are assumed to offset increases expected from likely actions by the Federal Reserve and any continued volatility in the energy market.
- Local *housing construction* slowed down significantly in the second half of 2006 and is expected to remain down through the first half of 2009 with a projected mid-year turn around.
- Aurora's *population* projections show steady growth through 2013.

Revenue Outlook

- After three years of lackluster growth and declines, *sales tax* recovered in 2005 followed by strong growth in 2006 from new retail and stronger economic conditions. 2007 concluded with more conservative growth stemming from no major new retail openings and weakening economic conditions as revenue trends towards the minimal growth projection for 2008. Slightly increased growth is expected in 2009 resulting from the opening of a new major retail center and recovering economic conditions.
- Aurora's property valuations were reassessed in 2007 generating strong *property tax* receipts in 2008 and a stable growth projection for 2009. Record numbers of foreclosures over 2007 and 2008 will result in a decline in property valuations in Aurora, though less than the decline projected nationally. Consequently, the 2009 valuation reassessment is expected to produce a decline in property tax receipts in 2010.
- Increases in natural gas and electric rates will increase *franchise fees and taxes* in 2008. A slightly more modest rate of increase is projected for 2009.
- After experiencing low or declining rates of growth since 2002, *auto use tax* collections finished strong in 2007. The growth was most likely the result of higher consumer demand for new vehicles due to factors such as aging of currently owned vehicles and the emergence of hybrid vehicles fostered by potentially higher

consumer confidence levels in comparison to prior years. In contrast, auto use tax collections are expected to decline in 2008 due to unprecedented increases in fuel prices and weakening economic conditions. The assumed economic recovery drives projected growth in auto use tax collections for 2009.

- *Building materials use tax* and *other (equipment and consumables) use tax*, which are transferred to the Capital Projects Fund, declined in 2007. Collections are projected to decline significantly in 2008 as construction activity continues to slow and then is expected to remain relatively flat through mid-2009 with increasing collections for the second half of the year.

- *Highway users tax* has seen minimal or no growth since 2001, excluding the effect of a one-time accounting change in 2006. No growth is projected for 2008 followed by declining collections in 2009 as high gas prices significantly restrain consumption.

National and Regional Economic Forecasts

The data presented in this section comes from several different sources, including the Colorado Legislative Council staff June 2008 forecast, the Office of State Planning and Budgeting June 2008 forecast, the National Bureau of Labor Statistics website, the National Bureau of Economic Analysis, and Development Research Partners' July 2008 Metro Denver economic report. These sources provide the majority of the opinions and forecasts of economic variables referenced throughout this section. The economic forecasts are summarized in Revenue Attachment E.

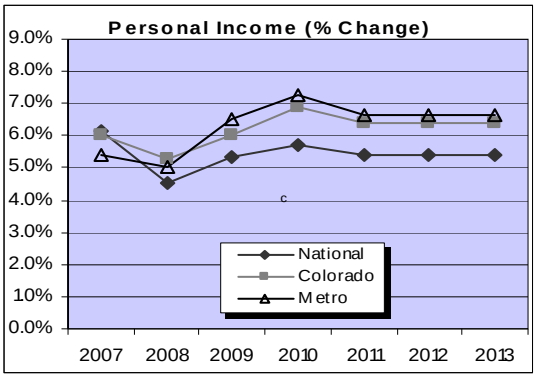
Recent Economic Trends

National Trends: After three years of general weakness in the national economy, a recovery was seen in 2004 but was followed by three years of gradual slowing. Economic data through the first half of 2008 indicate a more dramatic drop in growth, causing some economists to believe the nation may be headed into a recessionary period. High energy prices, a depressed national housing market, high levels of consumer debt and the devaluation of the dollar continue to significantly erode consumer confidence and adversely affect the national economy.

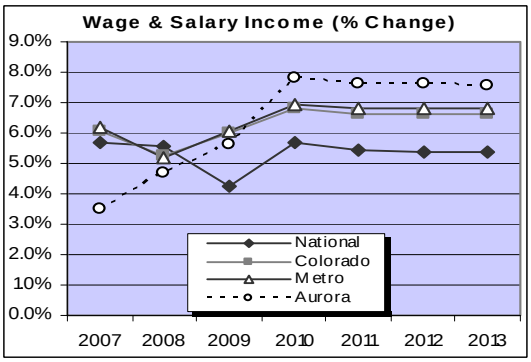
Local Trends: Colorado's economy is trending with the national economy but is expected to weather the storm better than most states. This is attributed to development in knowledge-based industries like aerospace, bioscience and technology, as well as the economic mainstays of tourism, agriculture and natural gas. Additionally, many economists conclude that because the housing crisis began in Colorado earlier than much of the nation combined with relatively conservative appreciation in home values, Colorado's housing market will be one of the first to emerge and show signs of recovery. Nevertheless, consumer confidence has dropped causing declines in consumer spending with more spending focused on necessities. Business confidence indicates below potential growth as business leaders remain watchful of the fundamentals of the economy. Employment and personal income continue to grow, but at a slower pace as several concerns including a sustained downturn in construction activity, higher inflation rates, tighter lending standards, and higher prices for food and energy products strain Colorado's overall economic growth.

Similar to Colorado's economy, the Metro Denver/Aurora economy is feeling the effects of the housing, credit, and energy price crunch. Metro area employment continues to grow, although at a slower pace, with 1.5 percent growth through May over the same period in 2007. With the civilian labor force increasing at a faster rate, the unemployment rate has increased to 5.1 percent, up from 3.7 percent in May 2007. Retail sales through March are up 2.7 percent over 2007 but inflation-adjusted sales growth may actually be negative. Additionally, local consumer confidence levels are down 32.5 percent through May over 2007. Economic concerns across the metro area and within Aurora are similar to those expressed at the state level.

Income Growth



National: After sluggish national personal income growth from 2001 to 2003, a recovery was seen in 2004. This relatively strong growth continued through 2007, with 6.2 percent growth over 2006. Slower growth of 4.5 percent is projected for 2008 followed by 5.4 percent growth forecasted for 2009. Wage and salary growth followed a similar pattern from 2001 through 2007, peaking at 6.2 percent in 2006. Again, 2008 is projected to see slower growth at 5.6 percent followed by a drop in 2009 to 4.2 percent. Adverse economic conditions and rising unemployment are causing slower growth in both personal income and wage and salary income. A forecasted mid-2009 economic turn around translates into increased stable growth for future years.

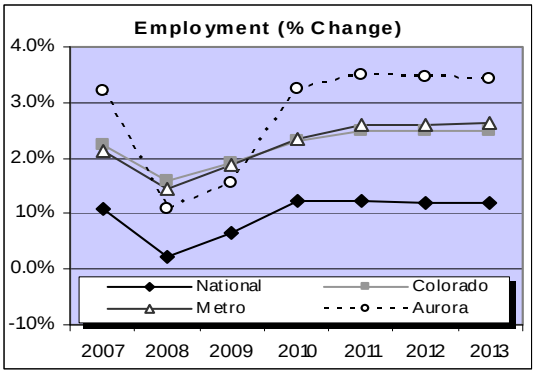


Colorado: Personal income and wage and salary growth in Colorado surpassed national growth rates in 2005 and 2006 after three years of below national growth rates. In 2007, Colorado ranked 11th in per capita income growth. Wages and salaries, which increased 6.1 percent in 2007, saw double-digit growth in mining, wholesale trade, professional and technical services, and management companies and enterprises. In accordance with the slowing trend in employment growth, both personal income and wages and salaries are projected to slow to 5.3 percent in 2008. Both measures are expected to pick up again in 2009 and remain strong through the forecast period.

Metro Denver / Aurora: Metro Denver income growth is expected to follow Colorado relatively closely. From 1992 to 2001, Colorado and Metro Denver annual wage and salary income growth averaged 8.2 percent and 8.6 percent respectively. From 2002 to 2006, Metro Denver annual wage and salary income growth averaged 3.3 percent and 4.3 percent respectively. Aurora wage and salary growth averaged 3.9 percent in the same time frame. Recent income data beyond

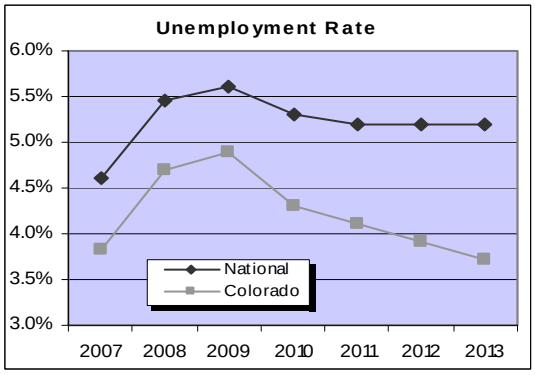
2006 for Metro Denver and Aurora was not available at the time of this report. Future years are expected to level off near the state and metro averages.

Employment Growth Rates



National: Employment increased 1.1 percent in 2007, adding 1.5 million workers to non-farm payrolls between 2006 and 2007. This was the fourth consecutive year with positive employment growth after the declines seen from 2001 to 2003. Employment is projected to be relatively flat with a 0.2 percent increase in 2008 followed by a 0.7% increase in 2009. 2010 through 2013 include modest job growth at 1.2% annually. Unemployment for 2007 remained at a rate of 4.6 percent and is projected to increase to 5.5 percent in 2008. Unemployment is expected to increase slightly in 2009 and then stabilize down to just over 5 percent for the remainder of the forecast timeframe.

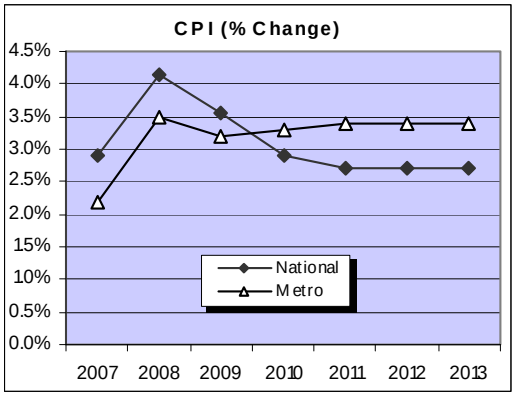
Colorado: Colorado job growth saw a recovery in 2004 after two years of job losses. Since 2005, steady annual growth has been seen throughout the State. Employment rose 2.3 percent in 2007, a net increase of 51,100 jobs, and is projected to slow to 1.6 percent in 2008. Positive job growth is assumed throughout the forecast period. Unemployment dropped to 3.8 percent in 2007 and is projected to increase in 2008 to 4.7 percent as economic difficulties cause the increase in the number of jobs to slow. Unemployment is expected to peak in 2009 and then gradually decrease over future years.



Metro Denver / Aurora: Employment in Metro Denver grew 2.1 percent in 2007 as 25,700 jobs were added to the non-farm payrolls. The fastest growing sectors from 2006 to 2007 were professional and business services at 5.8 percent and educational and health services at 4.0 percent. Declines were seen in the natural resources and mining and construction sector, manufacturing, and finance. The City of Aurora's employment grew slightly faster than the metro area in 2007 at 3.2 percent (3,100 jobs). Metro Denver employment is projected to grow an additional 1.5 percent in 2008, while the City of Aurora's projection is to grow 1.1 percent. Year-to-date through June 2008, the fastest growing sector compared to 2007 was the educational and health services sector. Several sectors reported declining employment levels through the first six months of 2008 compared to 2007. The sectors with the most notable declines have been finance, natural resources and mining and construction, and manufacturing. Future years are forecasted to see slightly higher, steady employment growth.

Inflation

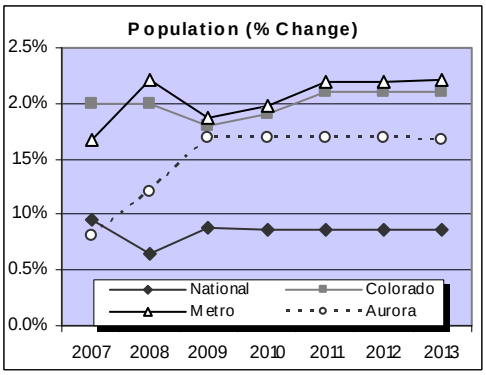
National: For 2007, consumer prices rose slightly above the previous five years' average at 2.9 percent but for 2008, record high energy and food prices will cause consumer prices to increase sharply by 4.2 percent. The rate of inflation is projected to decline to 3.6 percent in 2009 with the potential of Federal Reserve action combined with the leveling off of energy and food prices. Future years are expected to see lower, steady inflation rates at around 2.7 percent.



Colorado / Metro Denver / Aurora: The 2007 inflation rate for the Denver-Boulder-Greeley area was below the nation at 2.2 percent which is relatively low by historical standards. An inflation rate of 3.5 percent in 2008 resulting from the record increases in gas and food will be followed by some slowing in 2009 for a rate of 3.2 percent. As Colorado pulls out of the housing crisis ahead of the nation, growth in primarily housing costs will result in higher than national inflation rates in future years of around 3.4 percent.

Population

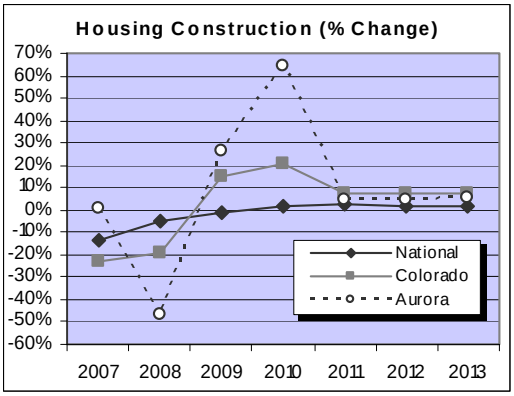
In 2008, the United States' population is expected to hit almost 304 million and grow steadily from 2009 through the next five years. The State of Colorado population increase is determined by changes in net migration and the natural increase of births over deaths. From 1992 to 2001, about 70 percent of the change in population was a result of net migration. This ratio reversed when Colorado entered the recession in 2001 and then reversed again in 2006 which is assumed throughout the forecast period. In 2008, Aurora is projected to see growth rates above national rates but below the State of Colorado and Denver Metro. Over the next five years, Aurora expects to see typical growth of 1.7 percent annually, a rate slightly slower than the metro area and the State of Colorado.



Housing Markets

National: Housing markets throughout the United States continue to suffer from significant foreclosure rates, falling home values, and a rising inventory. Existing homes sales finished 2007 lower by 12.8 percent with annualized data through May suggesting a 14.2 percent decrease for 2008. 2007 inventory data represents a 9.6 month supply, up from 4.5 months just two years prior. 2008 annualized inventory data indicates a jump to 10.8 months. High foreclosure activity and an increasing inventory are likely to remain a thorn in the national residential market given the collapse of the subprime mortgage market and higher mortgage

payments due to adjustable-rate mortgages. Housing construction is not forecasted to see positive growth until 2010.

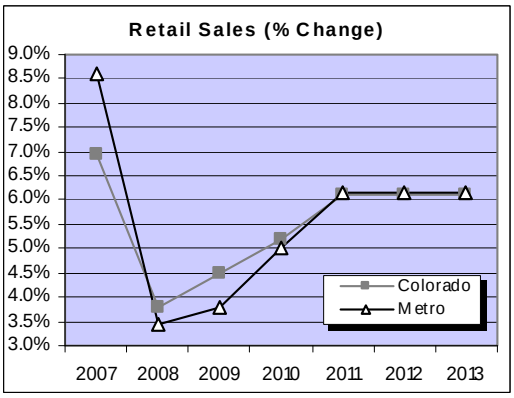


Colorado: Housing permits in Colorado continue to decline. After falling two years in a row in response to September 11, 2001 events, single-family home construction picked up in 2004, but began falling again in 2005. Permits fell 14.3 percent in 2006, declined 25.1 percent in 2007 and a further decline of 18.9 percent is projected in 2008. Sales of existing homes continue to decline year over year; however, the declines have not been as steep as those seen in several other states. Many economists believe that Colorado was one of the first states to have a housing crisis, so it will be one of the first states to recover. Additionally, Colorado did not experience the dramatic appreciation in home values seen in many states so many believe it will not have the dramatic drop in home values. Housing construction is expected to turn around in mid-2009, peak in 2010, and moderate beginning in 2011.

Aurora: Aurora's single and multi-family construction remained flat from 2006 to 2007 but is projected to decline significantly by 46.4 percent in 2008. Housing construction was very weak during the first half of 2008 with year-to-date June single and multi-family housing permit filings down 74.0 percent compared to 2007. Construction activity is expected to follow the same trend as the State with a mid-2009 turn around resulting in positive growth of 26.6 percent for 2009.

Retail Sales and Consumer Spending

National: Record high prices across the nation for gas and food have significantly impacted discretionary spending, driving June consumer confidence to its fifth lowest level in the history of the index. Federal stimulus checks issued during the April - June timeframe propped up consumer spending resulting in projected modest growth for 2008. In the absence of these tax rebates, growth may have been significantly lower. With the projection of an economic recovery mid-2009, consumer spending is expected to make a slight comeback in 2009.



Colorado: Retail sales are expected to increase at a rate of 3.8 percent for 2008, down from 6.9 percent in 2007 and 7.6 percent in 2006. Even with the effects of the Federal rebates, spending is not expected to keep up with high inflation rates resulting from the dramatic increases in fuel and food prices. Many economists believe that Colorado may fare better than much of the nation during this economic downturn and will be poised for the projected mid-2009 economic recovery with growth expected for 2009 of 4.5 percent followed by 5.2 percent in 2010 and 6.1 percent in future years.

Metro Denver / Aurora: Consumer activity in Metro Denver remained positive through the first part of 2008. Retail sales have been steady over the past several months, but higher inflation is eroding some of the net gains. Metro area retail sales have increased 3.6 percent through May 2008 over the same period in 2007. The strongest retail growth was seen in the Adams and Denver Counties with the weakest growth in the Arapahoe and Broomfield Counties. Consumer confidence levels in the Mountain region reached its lowest level since 2003, yet ranked third highest among the nine regional indexes in June. For 2008, retail sales growth is projected to slip to 3.4 percent and increase slightly in 2009 to 3.8 percent. Future years are forecasted to return to growth levels over 5.0 percent. Through the first half of 2008, Aurora sales have seen the greatest percentage growth over 2007 in the eating and drinking places and utilities categories while retail sales have declined in the motor vehicle and parts dealers, general merchandise stores, and building materials and garden equipment categories.

Table 1: Aurora Sales by Category
(Year-to-date data through the first six months of 2008)

Category	Percentage change from first half of 2007
	Aurora
Retail and food services, Total	**1.8%**
Beer, wine, and liquor stores	4.9%
Building materials and garden equipment	-1.7%
Clothing and clothing accessories	1.5%
Eating and drinking places	7.9%
Electronic and appliance stores	4.8%
Furniture and home furnishings	5.5%
General merchandise stores	-2.3%
Grocery stores	0.4%
Motor vehicle and parts dealers	-4.8%
Sporting goods, hobby, book & music	1.4%
Utilities	6.2%

Aurora Revenue Projections

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, which excludes transfers and reserves, is on the moderate budget estimate as opposed to the optimistic forecast shown in Attachment B or the pessimistic forecast shown in Attachment C. Revenue Attachment D provides a summary comparison between the budget estimate, the optimistic forecast and the pessimistic forecast.

General Fund Overview

Total General Fund revenue has shown a decrease from 2007 through the first half of 2008. Through June, total revenue (excluding transfers) was 2.4 percent ($2.9 million) under 2007. For

the remainder of the year a similar trend is expected, resulting in a projected decrease of 1.9 percent ($4.5 million) compared to 2007. Several of the City's revenue streams are expected to finish the year under 2007 with the most significant decline in building materials use tax. Growth in primarily sales tax, property tax, and franchise fees is projected to partially cover the weaknesses anticipated in other revenue streams.

The forecast for 2010 through 2013 suggests conservative growth. In 2009, the General Fund is projected to grow by 4.4 percent, which is less than the 5.1 percent average rate of General Fund growth for the twenty years spanning from 1988 through 2007. A mid-2009 economic turn around is expected to generate growth in building materials use tax and sales tax. Franchise fees are expected to increase resulting from a continuing, yet more moderate rise in energy costs and property tax collections are expected to remain strong as their basis is the existing reassessment plus an increase in base properties.

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).

An economic recovery from the effects of the 2001 recession began in 2004, which saw 2.9 percent growth. This recovery continued into 2005 with 5.2 percent growth. New retail openings throughout the City and stronger sales at existing stores both supported the strong 7.8 percent growth in 2006. The absence of any new significant retail openings in the City combined with concerns over fuel and energy prices driving down consumer confidence resulted in more moderate growth of 3.7 percent for 2007.

The 2008 sales tax rate of growth is expected to slow to 0.7 percent as a result of the accumulated effects of higher energy and food prices, record foreclosures, tightening credit, and the onset of an overall economic downturn. Federal stimulus generated spending partially offset declines in the midst of an ailing economy. Concerns over the state of the economy and the timing of recovery lead to a conservative outlook for 2009 with a sales tax budget estimate of 2.5 percent growth over 2008, which includes $1.0 million in new revenue from the Cornerstar development, opening late 2008. Future years are forecast to see growth rates from 3.8 to 4.3 percent, which primarily reflect growth in the economy rather than 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 2009, the general levy was set at 8.605 mills. There are also additional levies totaling 2.059 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 7.3 percent in 2008 after a 4.0 percent increase in 2007 and a 5.0 percent increase in 2006. The last Aurora property valuations were reassessed in 2007 and are the basis of property tax collections for both 2008 and 2009. A slight increase in the base, as reported from preliminary data from Arapahoe and Adams counties, is expected to support 2.3 percent growth in 2009. Housing values will be reassessed in 2009 and are expected to reflect declines, net of continued base growth, resulting from high foreclosure rates and a depressed economy. These assumptions translate into negative growth of 1.0 percent for 2010. A slight housing recovery in 2011 is expected to generate growth of 1.7 percent followed by 2.9 percent in 2012 and 3.8 percent in 2013. Property tax revenue is expected to remain within the limitations of TABOR.

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 2003, franchise revenue grew by an average of 4.6 percent. Significant natural gas rate increases took effect in the latter half of 2003 and continued through 2005, translating into 4.1 and 5.8 percent growth in 2004 and 2005 respectively. In 2006, record franchise revenue receipts were seen during the first part of the year. However, a significant drop was seen in the second half of the year, which resulted in only 3.0 percent growth over 2005 by year-end. This decline in franchise revenue continued into 2007 with a 1.1 percent decrease from 2006.

In 2008, franchise fees and taxes are projected to grow 8.5 percent as energy prices increase dramatically. Also affecting growth for 2008 is the recent addition of a natural gas pipeline allowing distribution of more Colorado natural gas to the rest of the nation. This has caused local prices to increase to levels more comparable to national rates. Additional growth of 7.0 percent is expected for 2009 in accordance with preliminary industry projections. 2010 through 2013 is forecast to grow at 5.0 percent annually, which is near the average growth per year over the past ten 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 8.1 percent per year from 1987 to 2001. With the onset of the national

recession's impact on Colorado, growth was virtually nonexistent or negative from 2002 through 2006.

After five straight years of either declining or lackluster growth, this revenue stream had well above average growth at 10.3 percent for 2007. This turn around, despite the increased fuel prices and the threat of a national recession, may have been due to factors such as aging of currently owned vehicles and the emergence of hybrid alternatives. With the economic downturn, soaring fuel prices and tightening credit standards, 2008 will experience a decline of 3.2 percent, more like the recent years prior to 2007. In addition to the degrading factors already mentioned, it is assumed that current demand for hybrid or more fuel efficient vehicles is not being met due to the difficulties involved with redirecting production.

The 2009 forecast of 3.0 percent assumes that in addition to an economic turn around, the auto industry will be more prepared to meet the changing demand. A growth rate of 4.5 percent is forecasted for 2010 and 2011 as people replace their vehicles with more fuel efficient models, peaking at 10.0 percent in 2012 to incorporate the emergence of new technology and additional options for fuel efficiency. 2013 is expected to level out once again at 3.0 percent.

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. 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). Collections are therefore dedicated primarily to capital improvement projects.

Construction permit revenue comes from the City's 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-to-year. From 2000 through 2004, 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. In 2005, however, the strong growth in building materials sales continued, resulting in an increase of another 25.5 percent. This record construction activity continued into the first half of 2006, but suddenly dropped off during the second half of the year, resulting in a 10.8 percent decline from 2005. The slowdown, which continued into 2007, resulted in an additional 14.0 percent decline. Construction has declined considerably during the first half of 2008. The second half of the year is expected to be much like the first half finishing 52.8 percent under 2007, with the lowest collections since 1997. As mentioned, early reports indicated we may see a favorable change mid-year 2009 and regain some of the losses seen in 2008 leading to an estimate for building materials use tax of 74.4 percent growth in 2009. This

still equates to a 36.9 percent reduction from peak receipts in 2005. Future years are expected to see additional recovery, but are not expected to return to the receipt levels seen in 2005 and 2006 until 2011.

Construction permit revenue has also been significantly affected by the construction activity slowdown that began during the second part of 2006. In 2007, this revenue stream declined 66.7 percent driven partially by a large one-time collection in 2006. Construction permit revenue is expected to finish 2008 under 2007 by 16.9 percent. In accordance with BMUT, permit revenue is projected to increase 44.5 percent in 2009, 30.8 percent in 2010, and average around 10.0 percent over the remaining forecast period.

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 previous year's percentage of vehicles registered within a city and miles of open, used and maintained streets within a city.

Aurora's highway users tax saw an average annual increase of 6.0 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 an average decline over 2003 through 2005. Revenues in 2006 were boosted by a one-time accounting change at the state which, in turn, contributed to a 3.4 percent decline in 2007 collections. 2008 is projected to remain flat, mainly due to the dramatic increases gas prices and the subsequent decrease in the demand for fuel. Simultaneously, consumers are expected to continue using more fuel-efficient methods of transportation, thus decreasing the overall distribution amount. The budget estimate for highway users tax in 2009 is forecast to decline by 1.0 percent compared to 2008. Forecasts for 2010 through 2013 level off at conservative growth levels.

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 8.9 percent from 1998 through 2007 but fluctuates year-to-year depending on enforcement efforts in the City. A large increase of 39.8 was seen in 2005 resulting from an increase in the City's court fine schedule. In 2006, a 0.9 percent decline was seen due to fewer ticket filings. A new fine schedule and growth in the number of fines assessed contributed to the 9.8 percent growth for 2007. In 2008, a decline of 2.4 percent is projected followed by growth of 4.5 percent for 2009. 3.6 percent is forecasted for 2010-2013 which is less than the ten-year average and is considered a sustainable rate of growth.

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.

This revenue source has fluctuated dramatically from year-to-year, averaging 11.7 percent from 1998 to 2007. 2008 revenue is projected to decline by 1.9 percent due to an overall climate of caution during this time of economic uncertainty. Major business purchases are expected to remain somewhat constrained in 2009 with 3.2 percent growth as the economy takes a turn for the better by mid-2009. Future years are projected to see gradually stronger growth as the economy stabilizes and businesses replace used equipment.

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.

Lodger's tax revenue fell each year since the World Trade Center attacks until the economy began to recover in 2004 and travel picked up in subsequent years. Annual lodger's tax receipts did not return to pre-2001 levels until 2006. The strong growth seen in 2006 continued into 2007 with both years reaching over 17 percent growth. With the recent slowing of the economy, 2008 revenue is projected at a lower, but healthy rate of growth at 6.5 percent. Future years are forecasted at a conservative rate of 3.0 percent.

External Charges

External charges for service primarily include payment for services rendered to the public in accordance with the administrative fee schedule approved annually by Council. Beginning in 2007, Council has directed that administrative fees be indexed annually in accordance with the ECI (employment cost index) which to date, has been in the 3 to 4 percent range.

External charges revenues fluctuate significantly year-to-year and are driven by demand for services and the introduction of new or increased fees. External charges for services realized 10.7 percent growth in 2005, declined 0.3 percent in 2006, and increased 12.4 percent in 2007. In 2008, growth of 12.4 percent is projected followed by 2009 at 7.2 percent. Future years are forecasted at conservative rates between 1.7 and 2.5 percent.

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 1998 to 2007, occupational privilege tax annual growth has averaged 2.5 percent. Employment in Aurora declined from 2002 through 2004. As the economy began recovering after this period, receipts from the occupational privilege tax also picked up. Revenue from this source is projected to decline by 4.8 percent in 2008, primarily due to a change in accounting policy associated with the transfer of incentive related funds. Much of the employment growth in 2008 has been associated with Fitzsimons and is subject to incentive payments. National, state, and regional economic data suggest the employment outlook for Aurora will continue to show improvement from 2009 through 2013. Growth of 1.6 percent is expected in 2009, followed by 1.7 percent growth in 2010 through 2013.

Audit Revenue

Audit revenue is collected as a result of audits performed by the Tax and Licensing Division on taxpayers doing business in the City of Aurora. An audit typically includes a review of the taxpayers' records for sales, purchases, payroll information, and other necessary documents compared to what has been reported to the City on the sales and use tax returns. Audits assist in obtaining uniformity of enforcement by the City ensuring that taxpayers pay neither more nor less tax than the ordinances require.

In 2004, audit revenue began to be tracked separately as an independent revenue stream. This revenue fluctuates significantly year-to-year and may be affected by several factors. The health of the economy and corresponding level of business development in the City is a significant factor as it drives potential required sales and use tax payments. The ability or willingness of an entity to pay delinquent taxes resulting from an audit is also a factor as audit findings can be appealed or a payment schedule may be implemented reducing or delaying collections. Additionally, the level and experience of audit staff can have an impact on the amount of audit compliance work able to be completed.

In 2006, audit revenue increased 52.1 percent followed by 17.1 percent growth in 2007. The unusually high increase in 2006 is due to $1.4 million from a one-time receipt related to back taxes. Although this one-time receipt did not recur in 2007, several large audit payments were received throughout the year. These types of large collections are not expected in 2008 resulting in a projected decline of 14.7 percent from 2007. 2009 and future years are forecasted to see steady growth of 2.5 percent.

Internal Charges for Service

Internal charges for service include payment for services rendered by a City department or agency to another City department or agency. Internal charges for service saw minimal growth in 2005, declined 9.2 percent in 2006, and increased 48.4 percent in 2007. This strong increase was due to a change in how overhead charges are reimbursed to the General Fund from Aurora Water. 2008 is projected at 9.1 percent growth followed by an 8.0 percent decline in 2009. For 2009 and beyond, growth is forecasted to return to stable levels of 3.0 percent.

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 are highly variable and often trend with automobile sales. In 2008 a decline of 6.9 percent is projected followed by 2.0 percent growth in 2009. Future years are forecasted at 2.8 percent growth with the exception of 2012 at 6.0 percent which incorporates a spike in auto sales due to the cycle of aged vehicles and the increased availability of alternative fuel vehicles.

Other Revenue Streams

Miscellaneous revenues are projected to decline in 2008 by 23.1 percent after 2007's substantial increase of 68.4 percent. The increase in 2007 was mainly due to a one time budget adjustment relating to fleet auction proceeds and how they are applied to the General Fund. In addition, the 2007 one-time budget increase in vehicle replacement funding flowed through as an increase to auction proceeds revenue. For 2009, budget cuts resulting from a weakening economy have lead to the elimination of replacement funding and therefore no auction proceeds are included in miscellaneous revenue. Nevertheless, this revenue source is expected to increase by 16.5 percent in 2009 due to an expected payment of $500,000 for a health insurance premium credit.

Currently, other revenue streams in the General Fund are not expected to have a material impact in 2008 or 2009.

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

General Fund Total Dollars	2005 Actual	2006 Actual	2007 Actual	2008 Projection	2009 Adopted	2010 Forecast	2011 Forecast	2012 Forecast	2013 Forecast
General Sales Tax	$ 111,556,185	$ 120,218,294	$ 124,659,318	$ 125,587,084	$ 128,722,064	$ 133,613,502	$ 139,358,883	$ 145,351,315	$ 151,310,719
Property Tax	21,976,407	23,077,227	24,006,129	25,747,372	26,326,688	26,063,421	26,506,499	27,275,187	28,311,644
Franchise Fees/Taxes	11,224,526	11,566,625	11,439,537	12,415,000	13,284,050	13,948,253	14,645,666	15,377,949	16,146,846
Use Tax - Auto	10,284,541	9,834,375	10,845,015	10,500,000	10,815,000	11,301,675	11,810,250	12,991,275	13,381,013
Use Tax-Other (Equipment/Consumables)	6,040,007	6,008,847	6,206,373	6,088,990	6,283,838	6,522,624	6,835,710	7,170,660	7,526,158
Use Tax-Bldg Materials	14,972,654	13,358,983	11,482,506	5,415,354	9,441,694	12,352,037	13,370,742	14,556,576	16,509,834
Occupational Privilege	3,898,581	3,992,914	4,120,468	3,921,166	4,046,066	4,112,017	4,183,566	4,255,942	4,328,719
Lodgers Tax	3,329,246	3,919,444	4,602,723	4,900,000	5,047,000	5,198,410	5,354,362	5,514,993	5,680,443
Specific Ownership	2,653,039	2,675,358	2,701,693	2,514,673	2,564,966	2,636,785	2,710,615	2,873,252	2,953,703
Other Taxes	320,020	976,354	367,424	363,965	367,605	371,281	374,994	378,744	382,531
Audit Revenue	2,393,741	3,640,611	4,262,458	3,637,164	3,728,093	3,821,295	3,916,827	4,014,748	4,115,117
Taxes & Related Payments Sub-Total	**$ 188,648,947**	**$ 199,269,032**	**$ 204,693,644**	**$ 201,090,768**	**$ 210,627,064**	**$ 219,941,300**	**$ 229,068,114**	**$ 239,760,641**	**$ 250,646,727**
Construction Permits	$ 3,248,589	$ 3,225,946	$ 1,073,805	$ 892,324	$ 1,289,363	$ 1,686,801	$ 1,825,916	$ 1,987,854	$ 2,254,592
Motor Vehicle Fees	836,033	848,132	872,339	872,339	886,296	904,022	922,102	940,544	959,355
Business Licenses	675,672	684,850	796,507	845,840	875,444	906,085	937,798	970,621	1,004,593
License & Permit Sub-Total	**$ 4,760,294**	**$ 4,758,928**	**$ 2,742,651**	**$ 2,610,503**	**$ 3,051,103**	**$ 3,496,908**	**$ 3,685,816**	**$ 3,899,019**	**$ 4,218,540**
Highway User's Tax	$ 7,580,015	$ 8,638,441	$ 8,343,535	$ 8,343,535	$ 8,260,100	$ 8,342,701	$ 8,459,499	$ 8,577,932	$ 8,698,023
Cigarette Tax	787,904	810,949	784,891	744,686	733,516	722,513	711,675	701,000	690,485
County Road & Bridge	1,253,897	1,278,755	1,329,095	1,320,000	1,339,800	1,366,596	1,393,928	1,421,807	1,450,243
Other Intergovernmental Revenue [1]	298,153	375,274	840,980	420,658	420,658	445,056	470,869	498,179	527,073
Intergovernmental Sub-Total	**$ 9,919,969**	**$ 11,103,419**	**$ 11,298,501**	**$ 10,828,879**	**$ 10,754,074**	**$ 10,876,866**	**$ 11,035,971**	**$ 11,198,918**	**$ 11,365,824**
Fines & Forfeitures	$ 6,280,369	$ 6,223,958	$ 6,836,170	$ 6,670,583	$ 6,972,101	$ 7,223,097	$ 7,483,128	$ 7,752,521	$ 8,031,612
Internal Charges	2,279,323	2,069,598	3,070,908	3,350,244	3,082,864	3,175,350	3,270,611	3,368,729	3,469,791
External Charges	3,681,018	3,671,713	3,908,573	4,393,686	4,709,667	4,792,086	4,875,948	4,997,847	5,122,793
Interest	1,052,040	1,260,905	1,663,044	1,124,888	828,289	900,000	980,000	1,000,000	1,020,000
Miscellaneous [2]	1,047,513	998,279	1,681,527	1,292,400	1,506,200	1,548,374	1,077,728	1,107,904	1,138,925
Other Sub-Total	**$ 14,340,263**	**$ 14,224,453**	**$ 17,160,222**	**$ 16,831,801**	**$ 17,099,121**	**$ 17,638,907**	**$ 17,687,415**	**$ 18,227,001**	**$ 18,783,121**
Total General Fund Revenues (excluding transfers)	**$ 217,669,473**	**$ 229,355,832**	**$ 235,895,018**	**$ 231,361,951**	**$ 241,531,362**	**$ 251,953,981**	**$ 261,477,316**	**$ 273,085,579**	**$ 285,014,212**
GF Operating Revenue Increase	$ 10,764,191	$ 13,221,535	$ 8,106,207	$ 1,239,165	$ 6,229,636	$ 7,483,432	$ 8,280,330	$ 10,188,865	$ 9,773,794
CPF Related Revenue Increase/(Decrease)	$ 4,055,046	$ (1,535,176)	$ (1,567,021)	$ (5,772,233)	$ 3,939,775	$ 2,939,187	$ 1,243,005	$ 1,419,398	$ 2,154,839

[1] Other Intergovernmental Revenue Note: The 2006 and 2007 Actual does not match the CAFR as $498,392 in FEMA reimbursement for snow removal are shown as 2006 revenue in the CAFR and 2007 revenue in this attachment.

[2] Miscellaneous Revenue Note: The 2006 and 2007 Actual does not match the CAFR by a net $274,329 as $349,329 in vehicle auction proceeds that were budgeted to go into the Fleet Management Fund was entered into the General Fund as Miscellaneous Revenue, and a budgeted $75,000 Transfer In from the Fleet Management Fund to the General Fund was not done. The net of the two adjustments equals $274,329.

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

General Fund Percent Change	2005 Actual	2006 Actual	2007 Actual	2008 Projection	2009 Proposed	2010 Forecast	2011 Forecast	2012 Forecast	2013 Forecast
General Sales Tax	5.2%	7.8%	3.7%	0.7%	2.5%	3.8%	4.3%	4.3%	4.1%
Property Tax	3.6%	5.0%	4.0%	7.3%	2.3%	-1.0%	1.7%	2.9%	3.8%
Franchise Fees/Taxes	5.8%	3.0%	-1.1%	8.5%	7.0%	5.0%	5.0%	5.0%	5.0%
Use Tax - Auto	0.7%	-4.4%	10.3%	-3.2%	3.0%	4.5%	4.5%	10.0%	3.0%
Use Tax-Other (Equipment/Consumables)	27.6%	-0.5%	3.3%	-1.9%	3.2%	3.8%	4.8%	4.9%	5.0%
Use Tax-Bldg Materials	25.5%	-10.8%	-14.0%	-52.8%	74.4%	30.8%	8.2%	8.9%	13.4%
Occupational Privilege	4.4%	2.4%	3.2%	-4.8%	3.2%	1.6%	1.7%	1.7%	1.7%
Lodgers Tax	6.5%	17.7%	17.4%	6.5%	3.0%	3.0%	3.0%	3.0%	3.0%
Specific Ownership	-1.9%	0.8%	1.0%	-6.9%	2.0%	2.8%	2.8%	6.0%	2.8%
Other Taxes	1.4%	205.1%	-62.4%	-0.9%	1.0%	1.0%	1.0%	1.0%	1.0%
Audit Revenue	2.2%	52.1%	17.1%	-14.7%	2.5%	2.5%	2.5%	2.5%	2.5%
Taxes & Related Payments Sub-Total	**6.6%**	**5.6%**	**2.7%**	**-1.8%**	**4.7%**	**4.4%**	**4.1%**	**4.7%**	**4.5%**
Construction Permits	61.7%	-0.7%	-66.7%	-16.9%	44.5%	30.8%	8.2%	8.9%	13.4%
Motor Vehicle Fees	5.1%	1.4%	2.9%	0.0%	1.6%	2.0%	2.0%	2.0%	2.0%
Business Licenses	-4.6%	1.4%	16.3%	6.2%	3.5%	3.5%	3.5%	3.5%	3.5%
License & Permit Sub-Total	**35.5%**	**0.0%**	**-42.4%**	**-4.8%**	**16.9%**	**14.6%**	**5.4%**	**5.8%**	**8.2%**
Highway User's Tax	-5.0%	14.0%	-3.4%	0.0%	-1.0%	1.0%	1.4%	1.4%	1.4%
Cigarette Tax	-8.3%	2.9%	-3.2%	-5.1%	-1.5%	-1.5%	-1.5%	-1.5%	-1.5%
County Road & Bridge	3.8%	2.0%	3.9%	-0.7%	1.5%	2.0%	2.0%	2.0%	2.0%
Other Intergovernmental Revenue	-22.1%	25.9%	124.1%	-50.0%	0.0%	5.8%	5.8%	5.8%	5.8%
Intergovernmental Sub-Total	**-4.8%**	**11.9%**	**1.8%**	**-4.2%**	**-0.7%**	**1.1%**	**1.5%**	**1.5%**	**1.5%**
Fines & Forfeitures	39.8%	-0.9%	9.8%	-2.4%	4.5%	3.6%	3.6%	3.6%	3.6%
Internal Charges	0.2%	-9.2%	48.4%	9.1%	-8.0%	3.0%	3.0%	3.0%	3.0%
External Charges	10.7%	-0.3%	6.5%	12.4%	7.2%	1.7%	1.8%	2.5%	2.5%
Interest	17.5%	19.9%	31.9%	-32.4%	-26.4%	8.7%	8.9%	2.0%	2.0%
Miscellaneous	14.0%	-4.7%	68.4%	-23.1%	16.5%	2.8%	-30.4%	2.8%	2.8%
Other Sub-Total	**20.4%**	**-0.8%**	**20.6%**	**-1.9%**	**1.6%**	**3.2%**	**0.3%**	**3.1%**	**3.1%**
Total General Fund Revenues (excluding transfers)	**7.3%**	**5.4%**	**2.9%**	**-1.9%**	**4.4%**	**4.3%**	**3.8%**	**4.4%**	**4.4%**
GF Operating Revenue Increase	5.7%	6.7%	3.8%	0.6%	2.8%	3.3%	3.5%	4.2%	3.9%
CPF Related Revenue Increase	26.1%	-7.8%	-8.7%	-35.0%	36.7%	20.0%	7.1%	7.5%	10.6%

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

General Fund Total Dollars	2005 Actual	2006 Actual	2007 Actual	2008 Projection	2009 Adopted	2010 Forecast	2011 Forecast	2012 Forecast	2013 Forecast
General Sales Tax	$ 111,556,185	$ 120,218,294	$ 124,659,318	$ 126,915,720	$ 130,723,192	$ 135,690,673	$ 141,525,372	$ 147,610,963	$ 153,663,012
Property Tax	21,976,407	23,077,227	24,006,129	25,747,372	26,326,688	26,537,302	26,988,436	27,771,101	28,826,403
Franchise Fees/Taxes	11,224,526	11,566,625	11,439,537	12,415,000	13,284,050	13,948,253	14,645,666	15,377,949	16,146,846
Use Tax - Auto	10,284,541	9,834,375	10,845,015	10,500,000	10,815,000	11,301,675	11,810,250	12,991,275	13,381,013
Use Tax-Other (Equipment/Consumables)	6,040,007	6,008,847	6,206,373	6,088,990	6,283,838	6,522,624	6,835,710	7,170,660	7,526,158
Use Tax-Bldg Materials	14,972,654	13,358,983	11,482,506	5,415,354	9,441,694	12,352,037	13,370,742	14,556,576	16,509,834
Occupational Privilege	3,898,581	3,992,914	4,120,468	3,921,166	4,046,066	4,112,017	4,183,566	4,255,942	4,328,719
Lodgers Tax	3,329,246	3,919,444	4,602,723	4,900,000	5,047,000	5,198,410	5,354,362	5,514,993	5,680,443
Specific Ownership	2,653,039	2,675,358	2,701,693	2,514,673	2,564,966	2,636,785	2,710,615	2,873,252	2,953,703
Other Taxes	320,020	976,354	367,424	363,965	367,605	371,281	374,994	378,744	382,531
Audit Revenue	2,393,741	3,640,611	4,262,458	3,637,164	3,728,093	3,821,295	3,916,827	4,014,748	4,115,117
Taxes & Related Payments Sub-Total	**$ 188,648,947**	**$ 199,269,032**	**$ 204,693,644**	**$ 202,419,404**	**$ 212,628,192**	**$ 222,492,352**	**$ 231,716,540**	**$ 242,516,203**	**$ 253,513,779**
Construction Permits	$ 3,248,589	$ 3,225,946	$ 1,073,805	$ 892,324	$ 1,289,363	$ 1,686,801	$ 1,825,916	$ 1,987,854	$ 2,254,592
Motor Vehicle Fees	836,033	848,132	872,339	872,339	886,296	904,022	922,102	940,544	959,355
Business Licenses	675,672	684,850	796,507	845,840	875,444	906,085	937,798	970,621	1,004,593
License & Permit Sub-Total	**$ 4,760,294**	**$ 4,758,928**	**$ 2,742,651**	**$ 2,610,503**	**$ 3,051,103**	**$ 3,496,908**	**$ 3,685,816**	**$ 3,899,019**	**$ 4,218,540**
Highway User's Tax	$ 7,580,015	$ 8,638,441	$ 8,343,535	$ 8,343,535	$ 8,260,100	$ 8,342,701	$ 8,459,499	$ 8,577,932	$ 8,698,023
Cigarette Tax	787,904	810,949	784,891	744,686	733,516	722,513	711,675	701,000	690,485
County Road & Bridge	1,253,897	1,278,755	1,329,095	1,320,000	1,339,800	1,366,596	1,393,928	1,421,807	1,450,243
Other Intergovernmental Revenue [1]	298,153	375,274	840,980	420,658	420,658	445,056	470,869	498,179	527,073
Intergovernmental Sub-Total	**$ 9,919,969**	**$ 11,103,419**	**$ 11,298,501**	**$ 10,828,879**	**$ 10,754,074**	**$ 10,876,866**	**$ 11,035,971**	**$ 11,198,918**	**$ 11,365,824**
Fines & Forfeitures	$ 6,280,369	$ 6,223,958	$ 6,836,170	$ 6,670,583	$ 6,972,101	$ 7,223,097	$ 7,483,128	$ 7,752,521	$ 8,031,612
Internal Charges	2,279,323	2,069,598	3,070,908	3,350,244	3,082,864	3,175,350	3,270,611	3,368,729	3,469,791
External Charges	3,681,018	3,671,713	3,908,573	4,393,686	4,709,667	4,792,086	4,875,948	4,997,847	5,122,793
Interest	1,052,040	1,260,905	1,663,044	1,124,888	828,289	900,000	980,000	1,000,000	1,020,000
Miscellaneous [2]	1,047,513	998,279	1,681,527	1,292,400	1,506,200	1,548,374	1,077,728	1,107,904	1,138,925
Other Sub-Total	**$ 14,340,263**	**$ 14,224,453**	**$ 17,160,222**	**$ 16,831,801**	**$ 17,099,121**	**$ 17,638,907**	**$ 17,687,415**	**$ 18,227,001**	**$ 18,783,121**
Total General Fund Revenues (excluding transfers)	**$ 217,669,473**	**$ 229,355,832**	**$ 235,895,018**	**$ 232,690,587**	**$ 243,532,490**	**$ 254,505,033**	**$ 264,125,742**	**$ 275,841,141**	**$ 287,881,264**
GF Operating Revenue Increase	$ 10,764,191	$ 13,221,535	$ 8,106,207	$ 2,567,802	$ 6,902,128	$ 8,033,356	$ 8,377,704	$ 10,296,001	$ 9,885,284
CPF Related Revenue Increase/(Decrease)	$ 4,055,046	$ (1,535,176)	$ (1,567,021)	$ (5,772,233)	$ 3,939,775	$ 2,939,187	$ 1,243,005	$ 1,419,398	$ 2,154,839

[1] Other Intergovernmental Revenue Note: The 2006 and 2007 Actual does not match the CAFR as $498,392 in FEMA reimbursement for snow removal are shown as 2006 revenue in the CAFR and 2007 revenue in this attachment.

[2] Miscellaneous Revenue Note: The 2006 and 2007 Actual does not match the CAFR by a net $274,329 as $349,329 in vehicle auction proceeds that were budgeted to go into the Fleet Management Fund was entered into the General Fund as Miscellaneous Revenue, and a budgeted $75,000 Transfer In from the Fleet Management Fund to the General Fund was not done. The net of the two adjustments equals $274,329.

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

General Fund Percent Change	2005 Actual	2006 Actual	2007 Actual	2008 Projection	2009 Proposed	2010 Forecast	2011 Forecast	2012 Forecast	2013 Forecast
General Sales Tax	5.2%	7.8%	3.7%	1.8%	3.0%	3.8%	4.3%	4.3%	4.1%
Property Tax	3.6%	5.0%	4.0%	7.3%	2.3%	0.8%	1.7%	2.9%	3.8%
Franchise Fees/Taxes	5.8%	3.0%	-1.1%	8.5%	7.0%	5.0%	5.0%	5.0%	5.0%
Use Tax - Auto	0.7%	-4.4%	10.3%	-3.2%	3.0%	4.5%	4.5%	10.0%	3.0%
Use Tax-Other (Equipment/Consumables)	27.6%	-0.5%	3.3%	-1.9%	3.2%	3.8%	4.8%	4.9%	5.0%
Use Tax-Bldg Materials	25.5%	-10.8%	-14.0%	-52.8%	74.4%	30.8%	8.2%	8.9%	13.4%
Occupational Privilege	4.4%	2.4%	3.2%	-4.8%	3.2%	1.6%	1.7%	1.7%	1.7%
Lodgers Tax	6.5%	17.7%	17.4%	6.5%	3.0%	3.0%	3.0%	3.0%	3.0%
Specific Ownership	-1.9%	0.8%	1.0%	-6.9%	2.0%	2.8%	2.8%	6.0%	2.8%
Other Taxes	1.4%	205.1%	-62.4%	-0.9%	1.0%	1.0%	1.0%	1.0%	1.0%
Audit Revenue	2.2%	52.1%	17.1%	-14.7%	2.5%	2.5%	2.5%	2.5%	2.5%
Taxes & Related Payments Sub-Total	**6.6%**	**5.6%**	**2.7%**	**-1.1%**	**5.0%**	**4.6%**	**4.1%**	**4.7%**	**4.5%**
Construction Permits	61.7%	-0.7%	-66.7%	-16.9%	44.5%	30.8%	8.2%	8.9%	13.4%
Motor Vehicle Fees	5.1%	1.4%	2.9%	0.0%	1.6%	2.0%	2.0%	2.0%	2.0%
Business Licenses	-4.6%	1.4%	16.3%	6.2%	3.5%	3.5%	3.5%	3.5%	3.5%
License & Permit Sub-Total	**35.5%**	**0.0%**	**-42.4%**	**-4.8%**	**16.9%**	**14.6%**	**5.4%**	**5.8%**	**8.2%**
Highway User's Tax	-5.0%	14.0%	-3.4%	0.0%	-1.0%	1.0%	1.4%	1.4%	1.4%
Cigarette Tax	-8.3%	2.9%	-3.2%	-5.1%	-1.5%	-1.5%	-1.5%	-1.5%	-1.5%
County Road & Bridge	3.8%	2.0%	3.9%	-0.7%	1.5%	2.0%	2.0%	2.0%	2.0%
Other Intergovernmental Revenue	-22.1%	25.9%	124.1%	-50.0%	0.0%	5.8%	5.8%	5.8%	5.8%
Intergovernmental Sub-Total	**-4.8%**	**11.9%**	**1.8%**	**-4.2%**	**-0.7%**	**1.1%**	**1.5%**	**1.5%**	**1.5%**
Fines & Forfeitures	39.8%	-0.9%	9.8%	-2.4%	4.5%	3.6%	3.6%	3.6%	3.6%
Internal Charges	0.2%	-9.2%	48.4%	9.1%	-8.0%	3.0%	3.0%	3.0%	3.0%
External Charges	10.7%	-0.3%	6.5%	12.4%	7.2%	1.7%	1.8%	2.5%	2.5%
Interest	17.5%	19.9%	31.9%	-32.4%	-26.4%	8.7%	8.9%	2.0%	2.0%
Miscellaneous	14.0%	-4.7%	68.4%	-23.1%	16.5%	2.8%	-30.4%	2.8%	2.8%
Other Sub-Total	**20.4%**	**-0.8%**	**20.6%**	**-1.9%**	**1.6%**	**3.2%**	**0.3%**	**3.1%**	**3.1%**
Total General Fund Revenues (excluding transfers)	**7.3%**	**5.4%**	**2.9%**	**-1.4%**	**4.7%**	**4.5%**	**3.8%**	**4.4%**	**4.4%**
GF Operating Revenue Increase	5.7%	6.7%	3.8%	1.2%	3.1%	3.5%	3.5%	4.2%	3.9%
CPF Related Revenue Increase	26.1%	-7.8%	-8.7%	-35.0%	36.7%	20.0%	7.1%	7.5%	10.6%

Revenue Attachment C: General Fund Revenue and Percent Changes (Pessimistic Forecast)

General Fund Total Dollars	2005 Actual	2006 Actual	2007 Actual	2008 Projection	2009 Adopted	2010 Forecast	2011 Forecast	2012 Forecast	2013 Forecast
General Sales Tax	$ 111,556,185	$ 120,218,294	$ 124,659,318	$ 125,587,084	$ 128,722,064	$ 133,613,502	$ 139,358,883	$ 145,351,315	$ 151,310,719
Property Tax	21,976,407	23,077,227	24,006,129	25,747,372	26,326,688	26,063,421	26,506,499	27,275,187	28,311,644
Franchise Fees/Taxes	11,224,526	11,566,625	11,439,537	12,415,000	13,284,050	13,948,253	14,645,666	15,377,949	16,146,846
Use Tax - Auto	10,284,541	9,834,375	10,845,015	10,500,000	10,500,000	10,815,000	11,301,675	11,810,250	12,991,275
Use Tax-Other (Equipment/Consumables)	6,040,007	6,008,847	6,206,373	6,088,990	6,283,838	6,522,624	6,835,710	7,170,660	7,526,158
Use Tax-Bldg Materials	14,972,654	13,358,983	11,482,506	5,415,354	5,415,354	7,381,128	10,510,726	11,929,674	13,528,250
Occupational Privilege	3,898,581	3,992,914	4,120,468	3,921,166	4,046,066	4,112,017	4,183,566	4,255,942	4,328,719
Lodgers Tax	3,329,246	3,919,444	4,602,723	4,900,000	5,047,000	5,198,410	5,354,362	5,514,993	5,680,443
Specific Ownership	2,653,039	2,675,358	2,701,693	2,514,673	2,564,966	2,636,785	2,710,615	2,873,252	2,953,703
Other Taxes	320,020	976,354	367,424	363,965	367,605	371,281	374,994	378,744	382,531
Audit Revenue	2,393,741	3,640,611	4,262,458	3,637,164	3,728,093	3,821,295	3,916,827	4,014,748	4,115,117
Taxes & Related Payments Sub-Total	**$ 188,648,947**	**$ 199,269,032**	**$ 204,693,644**	**$ 201,090,768**	**$ 206,285,724**	**$ 214,483,716**	**$ 225,699,523**	**$ 235,952,714**	**$ 247,275,405**
Construction Permits	$ 3,248,589	$ 3,225,946	$ 1,073,805	$ 892,324	$ 892,324	$ 1,216,238	$ 1,731,922	$ 1,965,732	$ 2,229,140
Motor Vehicle Fees	836,033	848,132	872,339	872,339	886,296	904,022	922,102	940,544	959,355
Business Licenses	675,672	684,850	796,507	845,840	875,444	906,085	937,798	970,621	1,004,593
License & Permit Sub-Total	**$ 4,760,294**	**$ 4,758,928**	**$ 2,742,651**	**$ 2,610,503**	**$ 2,654,064**	**$ 3,026,345**	**$ 3,591,822**	**$ 3,876,897**	**$ 4,193,088**
Highway User's Tax	$ 7,580,015	$ 8,638,441	$ 8,343,535	$ 8,343,535	$ 8,260,100	$ 8,342,701	$ 8,459,499	$ 8,577,932	$ 8,698,023
Cigarette Tax	787,904	810,949	784,891	744,686	733,516	722,513	711,675	701,000	690,485
County Road & Bridge	1,253,897	1,278,755	1,329,095	1,320,000	1,339,800	1,366,596	1,393,928	1,421,807	1,450,243
Other Intergovernmental Revenue [1]	298,153	375,274	840,980	420,658	420,658	445,056	470,869	498,179	527,073
Intergovernmental Sub-Total	**$ 9,919,969**	**$ 11,103,419**	**$ 11,298,501**	**$ 10,828,879**	**$ 10,754,074**	**$ 10,876,866**	**$ 11,035,971**	**$ 11,198,918**	**$ 11,365,824**
Fines & Forfeitures	$ 6,280,369	$ 6,223,958	$ 6,836,170	$ 6,670,583	$ 6,972,101	$ 7,223,097	$ 7,483,128	$ 7,752,521	$ 8,031,612
Internal Charges	2,279,323	2,069,598	3,070,908	3,350,244	3,082,864	3,175,350	3,270,611	3,368,729	3,469,791
External Charges	3,681,018	3,671,713	3,908,573	4,393,686	4,709,667	4,792,086	4,875,948	4,997,847	5,122,793
Interest	1,052,040	1,260,905	1,663,044	1,124,888	828,289	900,000	980,000	1,000,000	1,020,000
Miscellaneous [2]	1,047,513	998,279	1,681,527	1,292,400	1,506,200	1,548,374	1,077,728	1,107,904	1,138,925
Other Sub-Total	**$ 14,340,263**	**$ 14,224,453**	**$ 17,160,222**	**$ 16,831,801**	**$ 17,099,121**	**$ 17,638,907**	**$ 17,687,415**	**$ 18,227,001**	**$ 18,783,121**
Total General Fund Revenues (excluding transfers)	**$ 217,669,473**	**$ 229,355,832**	**$ 235,895,018**	**$ 231,361,951**	**$ 236,792,983**	**$ 246,025,833**	**$ 258,014,731**	**$ 269,255,529**	**$ 281,617,438**
GF Operating Revenue Increase	$ 10,764,191	$ 13,221,535	$ 8,106,207	$ 1,239,165	$ 5,249,174	$ 7,175,261	$ 8,775,726	$ 9,603,827	$ 10,538,106
CPF Related Revenue Increase/(Decrease)	$ 4,055,046	$ (1,535,176)	$ (1,567,021)	$ (5,772,233)	$ 181,858	$ 2,057,589	$ 3,213,172	$ 1,636,971	$ 1,823,803

[1] Other Intergovernmental Revenue Note: The 2006 and 2007 Actual does not match the CAFR as $498,392 in FEMA reimbursement for snow removal are shown as 2006 revenue in the CAFR and 2007 revenue in this attachment.

[2] Miscellaneous Revenue Note: The 2006 and 2007 Actual does not match the CAFR by a net $274,329 as $349,329 in vehicle auction proceeds that were budgeted to go into the Fleet Management Fund was entered into the General Fund as Miscellaneous Revenue, and a budgeted $75,000 Transfer In from the Fleet Management Fund to the General Fund was not done. The net of the two adjustments equals $274,329.

Revenue Attachment C: General Fund Revenue and Percent Changes (Pessimistic Forecast)

General Fund Percent Change	2005 Actual	2006 Actual	2007 Actual	2008 Projection	2009 Proposed	2010 Forecast	2011 Forecast	2012 Forecast	2013 Forecast
General Sales Tax	5.2%	7.8%	3.7%	0.7%	2.5%	3.8%	4.3%	4.3%	4.1%
Property Tax	3.6%	5.0%	4.0%	7.3%	2.3%	-1.0%	1.7%	2.9%	3.8%
Franchise Fees/Taxes	5.8%	3.0%	-1.1%	8.5%	7.0%	5.0%	5.0%	5.0%	5.0%
Use Tax - Auto	0.7%	-4.4%	10.3%	-3.2%	0.0%	3.0%	4.5%	4.5%	10.0%
Use Tax-Other (Equipment/Consumables)	27.6%	-0.5%	3.3%	-1.9%	3.2%	3.8%	4.8%	4.9%	5.0%
Use Tax-Bldg Materials	25.5%	-10.8%	-14.0%	-52.8%	0.0%	36.3%	42.4%	13.5%	13.4%
Occupational Privilege	4.4%	2.4%	3.2%	-4.8%	3.2%	1.6%	1.7%	1.7%	1.7%
Lodgers Tax	6.5%	17.7%	17.4%	6.5%	3.0%	3.0%	3.0%	3.0%	3.0%
Specific Ownership	-1.9%	0.8%	1.0%	-6.9%	2.0%	2.8%	2.8%	6.0%	2.8%
Other Taxes	1.4%	205.1%	-62.4%	-0.9%	1.0%	1.0%	1.0%	1.0%	1.0%
Audit Revenue	2.2%	52.1%	17.1%	-14.7%	2.5%	2.5%	2.5%	2.5%	2.5%
Taxes & Related Payments Sub-Total	**6.6%**	**5.6%**	**2.7%**	**-1.8%**	**2.6%**	**4.0%**	**5.2%**	**4.5%**	**4.8%**
Construction Permits	61.7%	-0.7%	-66.7%	-16.9%	0.0%	36.3%	42.4%	13.5%	13.4%
Motor Vehicle Fees	5.1%	1.4%	2.9%	0.0%	1.6%	2.0%	2.0%	2.0%	2.0%
Business Licenses	-4.6%	1.4%	16.3%	6.2%	3.5%	3.5%	3.5%	3.5%	3.5%
License & Permit Sub-Total	**35.5%**	**0.0%**	**-42.4%**	**-4.8%**	**1.7%**	**14.0%**	**18.7%**	**7.9%**	**8.2%**
Highway User's Tax	-5.0%	14.0%	-3.4%	0.0%	-1.0%	1.0%	1.4%	1.4%	1.4%
Cigarette Tax	-8.3%	2.9%	-3.2%	-5.1%	-1.5%	-1.5%	-1.5%	-1.5%	-1.5%
County Road & Bridge	3.8%	2.0%	3.9%	-0.7%	1.5%	2.0%	2.0%	2.0%	2.0%
Other Intergovernmental Revenue	-22.1%	25.9%	124.1%	-50.0%	0.0%	5.8%	5.8%	5.8%	5.8%
Intergovernmental Sub-Total	**-4.8%**	**11.9%**	**1.8%**	**-4.2%**	**-0.7%**	**1.1%**	**1.5%**	**1.5%**	**1.5%**
Fines & Forfeitures	39.8%	-0.9%	9.8%	-2.4%	4.5%	3.6%	3.6%	3.6%	3.6%
Internal Charges	0.2%	-9.2%	48.4%	9.1%	-8.0%	3.0%	3.0%	3.0%	3.0%
External Charges	10.7%	-0.3%	6.5%	12.4%	7.2%	1.7%	1.8%	2.5%	2.5%
Interest	17.5%	19.9%	31.9%	-32.4%	-26.4%	8.7%	8.9%	2.0%	2.0%
Miscellaneous	14.0%	-4.7%	68.4%	-23.1%	16.5%	2.8%	-30.4%	2.8%	2.8%
Other Sub-Total	**20.4%**	**-0.8%**	**20.6%**	**-1.9%**	**1.6%**	**3.2%**	**0.3%**	**3.1%**	**3.1%**
Total General Fund Revenues (excluding transfers)	**7.3%**	**5.4%**	**2.9%**	**-1.9%**	**2.3%**	**3.9%**	**4.9%**	**4.4%**	**4.6%**
GF Operating Revenue Increase	5.7%	6.7%	3.8%	0.6%	2.4%	3.2%	3.8%	4.0%	4.2%
CPF Related Revenue Increase	26.1%	-7.8%	-8.7%	-35.0%	1.7%	18.8%	24.8%	10.1%	10.2%

Revenue Attachment D: Revenue Projection Analysis

General Fund Revenue Source	2008 Projection	2008 % Growth	2009 Projection	2009 % Growth	2010 Projection	2010 % Growth
OPTIMISTIC FORECAST COMPARED TO BUDGET ESTIMATE CHANGES						
Sales Tax						
Budget Estimate	$ 125,587,084	0.7%	$ 128,722,064	2.5%	$ 133,613,502	3.8%
Optimistic Forecast	126,915,720	1.8%	130,723,192	3.0%	135,690,673	3.8%
Difference	**$ 1,328,636**	**1.1%**	**$ 2,001,128**	**0.5%**	**$ 2,077,171**	**0.0%**
Property Tax						
Budget Estimate	$ 25,747,372	7.3%	$ 26,326,688	2.3%	$ 26,063,421	-1.0%
Optimistic Forecast	25,747,372	7.3%	26,326,688	2.3%	26,537,302	0.8%
Difference	**$ -**	**0.0%**	**$ -**	**0.0%**	**$ 473,881**	**1.8%**
Grand Total General Fund (excluding transfers)						
Budget Estimate	$ 231,361,951	-1.9%	$ 241,531,362	4.4%	$ 251,953,981	4.3%
Optimistic Forecast	232,690,587	-1.4%	243,532,490	4.7%	254,505,033	4.5%
Difference	**$ 1,328,636**	**0.6%**	**$ 2,001,128**	**0.3%**	**$ 2,551,052**	**0.2%**
PESSIMISTIC FORECAST COMPARED TO BUDGET ESTIMATE CHANGES						
Auto Use Tax						
Budget Estimate	$ 10,500,000	-3.2%	$ 10,815,000	3.0%	$ 11,301,675	4.5%
Pessimistic Forecast	10,500,000	-3.2%	10,500,000	0.0%	10,815,000	3.0%
Difference	**$ -**	**0.0%**	**$ (315,000)**	**-3.0%**	**$ (486,675)**	**-1.5%**
Building Materials Use Tax						
Budget Estimate	$ 5,415,354	-52.8%	$ 9,441,694	74.4%	$ 12,352,037	30.8%
Pessimistic Forecast	5,415,354	-52.8%	5,415,354	0.0%	7,381,128	36.3%
Difference	**$ -**	**0.0%**	**$ (4,026,340)**	**-74.4%**	**$ (4,970,909)**	**5.5%**
Construction Permits						
Budget Estimate	$ 892,324	-16.9%	$ 1,289,363	44.5%	$ 1,686,801	30.8%
Pessimistic Forecast	892,324	-16.9%	892,324	0.0%	1,216,238	36.3%
Difference	**$ -**	**0.0%**	**$ (397,039)**	**-44.5%**	**$ (470,563)**	**5.5%**
Grand Total General Fund (excluding transfers)						
Budget Estimate	$ 231,361,951	-1.9%	$ 241,531,362	4.4%	$ 251,953,981	4.3%
Pessimistic Forecast	231,361,951	-1.9%	236,792,983	2.3%	246,025,833	3.9%
Difference	**$ -**	**0.0%**	**$ (4,738,379)**	**-2.0%**	**$ (5,928,148)**	**-0.4%**

Key Assumptions

Optimistic Forecast:

Spending will not decline over the second half of the year, as assumed in the budget estimate, but will be similar to the first half. There will be higher than anticipated collections over new incentive thresholds. As in the budget estimate, building related revenue will begin a recovery 2009 mid-year. Property reassessments will reveal a more modest decrease in property values which will be more than offset by new base generated revenue. This is in agreement with the recent economist updates to the City of Aurora economic model.

Pessimistic Forecast:

Recovery in the building industry will not begin until 2010, as projected by the City of Aurora economic model update. Therefore, the building related revenue streams of building materials use tax and construction permits will remain flat from 2008 to 2009. In addition, auto use tax will remain flat as many people will choose delay the replacement of their cars, waiting for fuel prices to settle and the auto industry to offer new alternatives in fuel efficiency.

Revenue Attachment E: History & Forecast for Key Economic Variables

Indicator	Actual					July 2008 Forecast					
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Population (Thou.)											
National	290,448	293,192	295,896	298,755	301,621	303,598	306,272	308,936	311,601	314,281	316,971
% Change	0.9%	0.9%	0.9%	1.0%	1.0%	0.7%	0.9%	0.9%	0.9%	0.9%	0.9%
Colorado	4,555	4,609	4,674	4,766	4,862	4,959	5,048	5,144	5,252	5,362	5,475
% Change	1.1%	1.2%	1.4%	2.0%	2.0%	2.0%	1.8%	1.9%	2.1%	2.1%	2.1%
Metro Denver	2,267	2,304	2,338	2,385	2,425	2,479	2,525	2,575	2,632	2,690	2,749
% Change	1.5%	1.6%	1.5%	2.0%	1.7%	2.2%	1.9%	2.0%	2.2%	2.2%	2.2%
Aurora	292	298	304	307	309	313	318	324	329	335	340
% Change	1.5%	2.1%	1.9%	1.0%	0.8%	1.2%	1.7%	1.7%	1.7%	1.7%	1.7%
Employment (Thou.)											
National	130,000	131,400	133,700	136,100	137,600	137,900	138,800	140,500	142,210	143,900	145,627
% Change	-0.2%	1.1%	1.8%	1.8%	1.1%	0.2%	0.7%	1.2%	1.2%	1.2%	1.2%
Colorado	2,153	2,180	2,226	2,279	2,330	2,368	2,413	2,468	2,530	2,593	2,658
% Change	-1.4%	1.2%	2.1%	2.4%	2.3%	1.6%	1.9%	2.3%	2.5%	2.5%	2.5%
Metro Denver	1,158	1,167	1,190	1,215	1,241	1,259	1,283	1,313	1,347	1,382	1,418
% Change	-1.2%	0.8%	2.0%	2.1%	2.1%	1.5%	1.9%	2.3%	2.6%	2.6%	2.6%
Aurora	90	89	92	96	99	100	102	105	109	112	116
% Change	-4.3%	-1.1%	3.6%	3.9%	3.2%	1.1%	1.5%	3.3%	3.5%	3.5%	3.4%
Wage & Salary Income (Millions)											
National	5,112,700	5,394,500	5,667,900	6,018,200	6,359,600	6,712,800	6,996,100	7,395,600	7,795,600	8,216,600	8,660,296
% Change	2.6%	5.5%	5.1%	6.2%	5.7%	5.6%	4.2%	5.7%	5.4%	5.4%	5.4%
Colorado	88,008	92,095	97,359	104,092	110,418	116,217	123,190	131,567	140,250	149,506	159,373
% Change	1.2%	4.6%	5.7%	6.9%	6.1%	5.3%	6.0%	6.8%	6.6%	6.6%	6.6%
Metro Denver	52,230	54,495	57,350	61,425	65,235	68,604	72,767	77,835	83,123	88,780	94,830
% Change	0.9%	4.3%	5.2%	7.1%	6.2%	5.2%	6.1%	7.0%	6.8%	6.8%	6.8%
Aurora	3,152	3,285	3,526	3,800	3,933	4,116	4,348	4,689	5,047	5,431	5,842
% Change	-0.6%	4.2%	7.3%	7.8%	3.5%	4.7%	5.6%	7.8%	7.6%	7.6%	7.6%
Personal Income (Millions)											
National	9,163,600	9,727,200	10,301,100	10,983,400	11,659,600	12,186,750	12,840,350	13,575,500	14,309,850	15,082,550	15,897,008
% Change	3.1%	6.2%	5.9%	6.6%	6.2%	4.5%	5.4%	5.7%	5.4%	5.4%	5.4%
Colorado	154,829	163,737	175,734	188,222	199,526	210,035	222,637	237,999	253,231	269,438	286,682
% Change	1.2%	5.8%	7.3%	7.1%	6.0%	5.3%	6.0%	6.9%	6.4%	6.4%	6.4%
Metro Denver	88,868	93,971	100,447	107,788	113,575	119,286	127,030	136,239	145,321	154,958	165,206
% Change	0.6%	5.7%	6.9%	7.3%	5.4%	5.0%	6.5%	7.2%	6.7%	6.6%	6.6%

Data Sources: Colo. Legislative Council, 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 E: History & Forecast for Key Economic Variables

Indicator	Actual					July 2008 Forecast					
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Retail Sales (Millions)											
Colorado	58,689	62,288	65,492	70,437	75,317	78,179	81,697	85,946	91,188	96,750	102,651
% Change	-0.3%	6.1%	5.1%	7.6%	6.9%	3.8%	4.5%	5.2%	6.1%	6.1%	6.1%
Metro Denver	31,978	33,561	34,768	36,121	39,232	40,579	42,122	44,234	46,963	49,854	52,922
% Change	0.6%	4.9%	3.6%	3.9%	8.6%	3.4%	3.8%	5.0%	6.2%	6.2%	6.2%
Housing Construction (Thou.)											
National Starts	1,854	1,949	2,073	1,943	1,675	1,590	1,573	1,598	1,634	1,669	1,704
% Change	8.4%	5.1%	6.4%	-6.3%	-13.8%	-5.1%	-1.1%	1.6%	2.3%	2.1%	2.1%
Colorado Permits	39.6	46.5	45.9	39.3	29.5	23.9	27.5	33.3	35.9	38.7	41.7
% Change	-17.3%	17.5%	-1.3%	-14.3%	-25.1%	-18.9%	15.1%	21.1%	7.8%	7.8%	7.8%
Aurora Permits	2.2	2.6	2.8	2.6	2.6	1.4	1.8	2.9	3.0	3.2	3.3
% Change	30.9%	21.3%	8.3%	-8.9%	0.9%	-46.4%	26.6%	64.4%	4.4%	5.0%	5.3%
Unemployment Rate											
National	6.0%	5.5%	5.1%	4.6%	4.6%	5.5%	5.6%	5.3%	5.2%	5.2%	5.2%
Colorado	6.2%	5.6%	5.1%	4.3%	3.8%	4.7%	4.9%	4.3%	4.1%	3.9%	3.7%
CPI											
National	2.3%	2.7%	3.4%	3.2%	2.9%	4.2%	3.6%	2.9%	2.7%	2.7%	2.7%
Metro Denver	1.1%	0.1%	2.1%	3.6%	2.2%	3.5%	3.2%	3.3%	3.4%	3.4%	3.4%
Other Key Indicators (Thou.)											
Metro Construct. Jobs	86.2	85.7	90.2	94.4	92.7	90.5	92.7	98.0	103.0	108.0	113.2
% Change	-7.2%	-0.6%	5.3%	4.6%	-1.8%	-2.3%	2.4%	5.7%	5.1%	4.9%	4.8%
Metro Manufact. Jobs	71.4	71.8	72.2	72.2	71.3	67.6	68.0	69.0	70.1	71.2	72.6
% Change	-3.6%	0.6%	0.7%	0.0%	-1.3%	-5.2%	0.6%	1.6%	1.5%	1.7%	1.9%
Aurora Auto Sales Adams Cnty	882.5	909.1	927.6	1,020.8	1,081.9	1,113.6	1,167.1	1,228.4	1,302.4	1,380.4	1,462.9
% Change	-1.6%	3.0%	2.0%	10.1%	6.0%	2.9%	4.8%	5.3%	6.0%	6.0%	6.0%
Aurora Auto Sales Arap Cnty	2,929.5	2,745.2	2,561.9	2,475.4	2,357.4	2,139.0	2,173.6	2,196.3	2,206.0	2,208.2	2,203.3
% Change	2.5%	-6.3%	-6.7%	-3.4%	-4.8%	-9.3%	1.6%	1.0%	0.4%	0.1%	-0.2%

BUDGET OUTLOOK THROUGH 2013

AURORA

City of Aurora
Long-Range General Fund Financial Outlook
Through 2013

Purpose

The purpose of the long-range financial outlook is two-fold. First, it provides a forward-looking view of the 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 averages over 4 percent per year. 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 2007 to 2013;
- A summary of the key assumptions used to build the projections;
- A table summarizing General Fund budget data for the years 2007 through 2013;
- 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. 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. The City's current list of unfunded General Fund operating budget needs totals $16.8 million. As a result, it is expected 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 implement additional revenue enhancement measures.

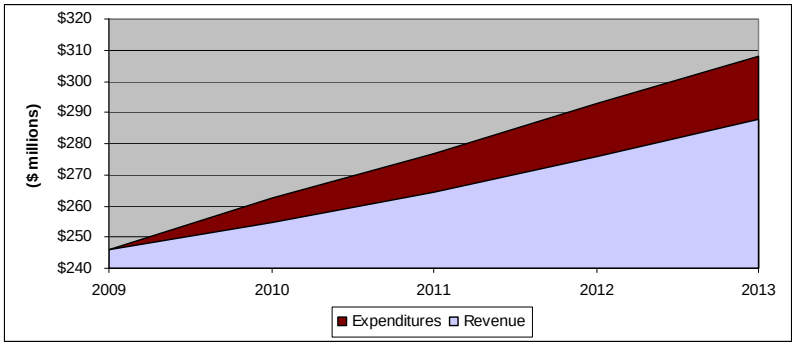
Scenario #1 – 2009 Adopted Budget plus Unfunded Needs. This scenario uses the 2009 through 2013 budgeted revenue estimate in conjunction with the 2009 operating budget plus future increases related to compensation, mandated costs, and "unfunded needs." This scenario is detailed in the following pages. Among the increases included in this scenario are $16.8 million in unfunded needs, these items include; the loss of Arapahoe Library District funding in 2010, a number of the 2009 reductions, and Police Department support costs. This scenario shows a significant gap that begins in 2009 and increases each year, growing substantially after 2010.

Year	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Surplus / (Deficit)	$ (16,846,472)	$ (18,401,963)	$ (23,658,981)	$ (28,333,183)	$ (31,981,448)

Scenario #2 – Compensation and Mandated Costs Only. This scenario uses the 2009 through 2013 budgeted revenue estimate along with the 2009 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. In 2010, a gap develops and increases every year, until it hits $21.3 million in 2013. The gap is lower than the baseline forecast because this scenario excludes unfunded needs. A graph of this scenario is shown below.

Year	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Surplus / (Deficit)	$ -	$ (8,564,530)	$ (13,567,921)	$ (17,973,399)	$ (21,336,350)

Graph 1: General Fund Shortfall (Compensation and Mandated Costs Only)



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 a surplus of funds available in 2009, followed by gaps developing in following years. 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	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Surplus / (Deficit)	$ 131,153	$ 2,502,234	$ (5,611,335)	$ (10,517,296)	$ (14,815,198)	$ (18,066,262)

Scenario #4 – Pessimistic. This scenario assumes that revenues match the pessimistic 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 projection is not significantly different than scenario #2, as the revenue reductions in the pessimistic scenario primarily affect the annual transfer to the CPF due to lower use tax revenue.

Year	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Surplus / (Deficit)	$ (451,763)	$ (9,317,575)	$ (13,836,114)	$ (18,799,922)	$ (21,423,358)

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 2009 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 2008. 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 2009 adopted budget (the "budget estimate") projects that General Fund revenue will drop 1.9 percent in 2008 and then grow 4.4 percent in 2009. The "optimistic forecast" assumes that positive economic data, coupled with continued strength in several key revenue streams, decreasing the decline of 2008 revenue to -1.4 percent, with a 4.7 percent increase in 2009. The "pessimistic forecast" assumes that continued weakness in

construction-related revenue and a lowering of the auto use tax projection will decrease 2009 revenue growth to 2.3 percent, nearly half of the budget estimate. All revenue forecasts assume that annual General Fund revenue growth will range between 3.8 percent and 4.5 percent from 2010 to 2013. 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 2009. The assumptions underlying this projection include the following items (unless otherwise noted, all assumptions described in this section apply to the years 2010 through 2013).

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 2009 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 $16.8 million in 2009 for Scenario #1, and grow based on growth assumptions for the pertinent expenditure class. Any items that are noted as one-time, are not carried into the next year. These costs do not provide for full restoration of past cuts, nor do they account for all services required to address future growth. Nonetheless, they represent an estimate of the costs related to the City's most immediate funding priorities beyond those already included in the 2009 adopted budget.

Compensation and Mandated Cost Items

- A pay increase of 2.0 percent is included for all employees in 2009. A pay increase of 3.0 percent is included for all employees in each year of every scenario for 2010 - 2013.
- Funding for health and dental benefits is projected to increase by 5.0 percent in 2009. Funding for health and dental benefits is projected to increase by 10.0 percent per year in all scenarios for 2010-2013.
- 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.
- 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 2009 and 2088 work hours in 2010.
- 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 10.0 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 an additional $100,000 increase anticipated each year.
- Charges for administration of the City's general obligation debt are estimated in 2010 through 2013. The debt administration program is in the Designated Revenues Fund and relies on charges to debt issuance or City funds.
- Code enforcement officers are moved from the Abatement Fund in 2011 and 2012 as it is projected that Abatement revenues will be unable to support these costs.
- Step and grade increases are included for 2010 through 2013. These are estimates based on the number of two per 1,000 officers added and current levels of current staff.

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. Due to budget constraints, the General Fund portion of the transfer was reduced to approximately 1.0 percent.
- 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 13 percent of General Fund revenue. The City's short-term reserves (the General Fund Operating Reserve) are fully exhausted in all four scenarios. In the first scenario, short-term reserves are exhausted in 2009. In the second and fourth scenarios, they are exhausted in 2010. In the optimistic scenario, funds available is exhausted in 2011.
- 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. 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 Scenario #1 in the tables because it more fully identifies future costs expected in each department.

The tables include data for the 2007 actual, 2008 projection, the 2009 adopted budget, and projections for 2010 through 2013. 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 in each year, with and without unfunded needs. 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; potential future adjustments; and unfunded needs.

General Fund Financial Outlook Through 2013 - Summary

Description	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
SOURCES							
Revenues	235,895,018	231,361,951	241,379,112	251,797,987	261,317,474	272,921,080	284,844,916
Transfers	2,947,700	3,072,994	2,598,766	2,598,766	2,578,766	2,578,766	2,578,766
Amendments	-	-	845,638	349,382	353,230	357,887	362,684
Use of Funds Available	3,036,905	3,923,051	95,460	-	-	-	-
Council Revenue Adjustments	-	-	1,481,624	-	-	-	-
GRAND TOTAL SOURCES	**$241,879,623**	**$238,357,996**	**$246,400,600**	**$254,746,135**	**$264,249,470**	**$275,857,733**	**$287,786,366**
USES							
BASE BUDGET							
Regular Civil Salary	52,704,935	65,047,598	69,080,101	71,152,481	73,287,059	75,485,671	77,750,241
Regular Career Salary	42,465,796	51,203,518	56,585,341	58,282,832	60,031,317	61,832,259	63,687,228
Salary Driven Benefits	34,639,275	21,174,961	19,519,601	20,104,861	20,708,020	21,329,269	21,969,146
Non Salary Related Benefits	13,835,842	16,100,597	17,698,941	18,583,772	20,442,152	22,486,377	24,735,034
Temporary Compensation	2,695,121	2,537,133	2,408,297	2,480,509	2,554,912	2,631,567	2,710,509
Overtime Compensation	5,495,623	4,428,429	3,742,965	3,855,231	3,970,877	4,090,000	4,212,708
Special Pay	3,763,435	3,455,993	3,283,145	3,381,515	3,482,936	3,587,399	3,695,035
Allocated Admin-Persl Svcs	(2,520,809)	(2,687,045)	(2,802,994)	(2,887,076)	(2,973,690)	(3,062,901)	(3,154,788)
Subtotal Personal Services	**$153,079,218**	**$161,261,184**	**$169,515,397**	**$174,954,125**	**$181,503,583**	**$188,379,641**	**$195,605,113**
Supplies and Services	25,058,975	21,357,994	20,865,803	20,865,803	20,865,803	20,865,803	20,865,803
Utilities	9,150,516	9,940,694	10,490,663	11,749,528	13,159,471	14,738,610	16,507,243
Interfund Charges	11,772,584	12,691,205	13,693,882	15,337,043	17,177,493	19,238,795	21,547,467
Debt Related	1,071,895	1,009,047	1,327,895	1,327,895	1,327,895	1,327,895	1,327,895
Capital Related	5,138,615	1,010,824	2,624,538	2,624,538	2,624,538	2,624,538	2,624,538
Operating Transfer Out	36,607,820	31,077,632	33,350,179	37,325,613	39,240,419	41,434,916	43,973,218
Contingency	-	9,416	117,216	117,216	117,216	117,216	117,216
Subtotal Non Personal Services	**$88,800,405**	**$77,096,812**	**$82,470,176**	**$89,347,636**	**$94,512,835**	**$100,347,773**	**$106,963,380**
TOTAL BASE BUDGET	**$241,879,623**	**$238,357,996**	**$251,985,573**	**$264,301,761**	**$276,016,418**	**$288,727,414**	**$302,568,493**
AMENDMENTS							
Additions	-	-	**4,203,037**	**2,754,075**	**2,822,613**	**2,896,948**	**2,977,698**
Reductions	-	-	**(10,001,693)**	**(7,033,544)**	**(6,383,437)**	**(6,585,057)**	**(6,799,409)**
Council Amendments	-	-	**213,683**	**905,683**	**932,879**	**961,384**	**991,289**
Future Adjustments	-	-	-	**2,382,690**	**4,428,918**	**7,830,443**	**9,384,645**
Unfunded Needs	-	-	**16,846,472**	**9,837,433**	**10,091,060**	**10,359,784**	**10,645,098**
GRAND TOTAL USES	**$241,879,623**	**$238,357,996**	**$263,247,072**	**$273,148,098**	**$287,908,451**	**$304,190,916**	**$319,767,814**
ANNUAL SURPLUS OR (SHORTFALL)	**$0**	**$0**	**($16,846,472)**	**($18,401,963)**	**($23,658,981)**	**($28,333,183)**	**($31,981,448)**
ANNUAL SURPLUS OR (SHORTFALL) Without Unfunded Needs	**$0**	**$0**	**$0**	**($8,564,530)**	**($13,567,921)**	**($17,973,399)**	**($21,336,350)**

General Fund Financial Outlook Through 2013 - Summary

Description	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
FUND SUMMARY							
Beginning Funds Available	12,622,103	9,585,198	5,662,147	(11,279,785)	(29,681,748)	(53,340,729)	(81,673,912)
Use of Funds Available	(3,036,905)	(3,923,051)	(95,460)	-	-	-	-
Increase/(Decrease) in Ending Funds Available	-	-	(16,846,472)	(18,401,963)	(23,658,981)	(28,333,183)	(31,981,448)
Cumulative Funds Available or (Shorfall)	**$9,585,198**	**$5,662,147**	**($11,279,785)**	**($29,681,748)**	**($53,340,729)**	**($81,673,912)**	**($113,655,360)**

Estimated Future Percent Growth By Expenditure Class

Assumptions	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Regular Civil Salary	N/A	3.0%	3.0%	3.0%	3.0%
Regular Career Salary	N/A	3.0%	3.0%	3.0%	3.0%
Salary Driven Benefits	N/A	3.0%	3.0%	3.0%	3.0%
Non Salary Related Benefits	N/A	5.0%	10.0%	10.0%	10.0%
Temporary Compensation	N/A	3.0%	3.0%	3.0%	3.0%
Overtime Compensation	N/A	3.0%	3.0%	3.0%	3.0%
Special Pay	N/A	3.0%	3.0%	3.0%	3.0%
Allocated Admin-Persl Svcs	N/A	3.0%	3.0%	3.0%	3.0%
Supplies and Services	N/A	0.0%	0.0%	0.0%	0.0%
Utilities	N/A	12.0%	12.0%	12.0%	12.0%
Interfund Charges	N/A	12.0%	12.0%	12.0%	12.0%
Debt Related	N/A	0.0%	0.0%	0.0%	0.0%
Capital Related	N/A	0.0%	0.0%	0.0%	0.0%
Contingency	N/A	0.0%	0.0%	0.0%	0.0%

General Fund Financial Outlook Through 2013 - Summary

Estimated Future Percent Growth By Revenue Class

Assumptions	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Business License and Permits	N/A	3.50%	3.50%	3.50%	3.50%
Cigarette Tax	N/A	-1.50%	-1.50%	-1.50%	-1.50%
Construction Permits	N/A	30.82%	8.25%	8.87%	13.42%
County Road and Bridge Tax	N/A	2.00%	2.00%	2.00%	2.00%
External Charges for Services	N/A	1.75%	1.75%	2.50%	2.50%
Fines & Forfeitures	N/A	3.60%	3.60%	3.60%	3.60%
Franchise Taxes	N/A	5.00%	5.00%	5.00%	5.00%
Highway Users Tax	N/A	1.00%	1.40%	1.40%	1.40%
Intergovernmental Revenues	N/A	5.80%	5.80%	5.80%	5.80%
Internal Charges for Services	N/A	3.00%	3.00%	3.00%	3.00%
Investment Income	N/A	8.66%	8.89%	2.04%	2.00%
Lodgers Tax	N/A	3.00%	3.00%	3.00%	3.00%
Miscellaneous Revenues	N/A	2.80%	-30.40%	2.80%	2.80%
Motor Vehicle Fees	N/A	2.00%	2.00%	2.00%	2.00%
Occupational Privilege Tax	N/A	1.63%	1.74%	1.73%	1.71%
Operating Transfers In	N/A	0.00%	-0.77%	0.00%	0.00%
Other Taxes	N/A	1.00%	1.00%	1.00%	1.00%
Property Taxes	N/A	-1.00%	1.70%	2.90%	3.80%
Sales Taxes	N/A	3.80%	4.30%	4.30%	4.10%
Specific Ownership Tax	N/A	2.80%	2.80%	6.00%	2.80%
Tax Audit Revenue	N/A	2.50%	2.50%	2.50%	2.50%
Use tax-Automobiles	N/A	4.50%	4.50%	10.00%	3.00%
Use tax-Building Materials	N/A	30.82%	8.25%	8.87%	13.42%
Use tax-Other	N/A	3.80%	4.80%	4.90%	4.96%

General Fund Financial Outlook Through 2013 - Department Detail

Department Name	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
City Attorney							
Regular Career Salary	2,796,272	3,710,807	3,812,472	3,926,845	4,044,650	4,165,989	4,290,970
Salary Driven Benefits	1,077,079	605,390	607,214	625,423	644,189	663,515	683,420
Non Salary Related Benefits	302,231	374,385	417,846	438,736	482,611	530,872	583,959
Temporary Compensation	77,830	-	-	-	-	-	-
Overtime Compensation	371	-	-	-	-	-	-
Special Pay	108,806	61,307	60,424	62,234	64,102	66,022	68,004
Allocated Admin-Persl Svcs	(163,464)	(169,062)	(177,802)	(183,136)	(188,630)	(194,289)	(200,117)
Supplies and Services	323,392	320,600	323,131	323,131	323,131	323,131	323,131
Interfund Charges	31,414	32,268	33,047	37,012	41,454	46,428	52,000
Council Amendments	-	-	(110,000)	(113,575)	(117,996)	(122,648)	(127,554)
Subtotal	**$4,553,931**	**$4,935,695**	**$4,966,332**	**$5,116,670**	**$5,293,511**	**$5,479,020**	**$5,673,813**
City Council							
Regular Career Salary	264,909	315,214	312,851	322,235	331,902	341,860	352,115
Salary Driven Benefits	32,394	28,129	21,857	22,511	23,186	23,880	24,598
Non Salary Related Benefits	93,275	114,461	114,212	119,921	131,914	145,106	159,616
Temporary Compensation	4,666	1,375	45,543	46,908	48,315	49,765	51,258
Special Pay	122,706	135,243	136,751	140,853	145,078	149,431	153,913
Supplies and Services	333,646	391,951	361,589	361,589	361,589	361,589	361,589
Interfund Charges	5,377	5,524	5,657	6,335	7,096	7,947	8,901
Operating Transfer Out	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Contingency	-	9,416	27,216	27,216	27,216	27,216	27,216
Reductions	-	-	(40,000)	(41,200)	(42,436)	(43,709)	(45,020)
Council Amendments	-	-	15,500	(9,500)	(9,500)	(9,500)	(9,500)
Subtotal	**$858,973**	**$1,003,313**	**$1,003,176**	**$998,868**	**$1,026,360**	**$1,055,585**	**$1,086,686**
Civil Service Commission							
Regular Career Salary	181,947	205,110	219,174	225,749	232,521	239,497	246,682
Salary Driven Benefits	57,151	39,347	30,273	31,178	32,114	33,077	34,069
Non Salary Related Benefits	22,433	30,147	35,650	37,432	41,175	45,293	49,822
Temporary Compensation	17,593	16,981	23,981	24,698	25,440	26,203	26,989
Overtime Compensation	9,329	12,139	12,139	12,503	12,878	13,264	13,662
Special Pay	4,650	7,960	7,960	8,198	8,444	8,698	8,959
Supplies and Services	227,137	207,062	191,945	191,945	191,945	191,945	191,945
Interfund Charges	46,555	47,821	48,975	54,852	61,434	68,806	77,063
Additions	-	-	19,500	19,500	19,500	19,500	19,500
Subtotal	**$566,795**	**$566,567**	**$589,597**	**$606,055**	**$625,451**	**$646,283**	**$668,691**

General Fund Financial Outlook Through 2013 - Department Detail

Department Name	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Court Administration							
Regular Career Salary	3,410,648	4,347,733	4,336,961	4,467,066	4,601,079	4,739,112	4,881,285
Salary Driven Benefits	1,169,399	604,003	602,778	620,850	639,476	658,661	678,419
Non Salary Related Benefits	598,404	689,033	797,182	837,036	920,739	1,012,815	1,114,098
Temporary Compensation	119,987	25,600	25,600	26,368	27,158	27,973	28,812
Overtime Compensation	79,804	63,800	63,800	65,714	67,685	69,714	71,806
Special Pay	54,700	39,671	39,671	40,857	42,080	43,339	44,643
Supplies and Services	1,115,880	891,321	959,305	959,305	959,305	959,305	959,305
Interfund Charges	371,711	380,521	395,415	442,862	496,006	555,526	622,190
Capital Related	22,347	3,000	3,000	3,000	3,000	3,000	3,000
Council Amendments	-	-	(85,000)	(87,907)	(91,877)	(96,100)	(100,597)
Unfunded Needs	-	-	103,690	105,783	108,427	111,219	114,169
Subtotal	**$6,942,880**	**$7,044,682**	**$7,242,402**	**$7,480,934**	**$7,773,078**	**$8,084,564**	**$8,417,130**
Development Services							
Regular Career Salary	355,766	462,067	630,300	649,208	668,685	688,744	709,406
Salary Driven Benefits	147,254	117,531	91,646	94,388	97,220	100,137	103,140
Non Salary Related Benefits	48,972	80,333	87,214	91,572	100,729	110,803	121,884
Temporary Compensation	108,867	68,276	62,886	64,771	66,715	68,716	70,777
Overtime Compensation	309	118	-	-	-	-	-
Special Pay	17,125	11,270	6,817	7,021	7,231	7,448	7,672
Supplies and Services	110,320	79,837	109,373	109,373	109,373	109,373	109,373
Interfund Charges	20,375	21,270	21,435	24,007	26,888	30,114	33,728
Capital Related	3,805	-	-	-	-	-	-
Reductions	-	-	(16,500)	(16,950)	(17,413)	(17,890)	(18,382)
Council Amendments	-	-	377,229	377,229	377,229	377,229	377,229
Unfunded Needs	-	-	49,500	16,950	17,413	17,890	18,382
Subtotal	**$812,793**	**$840,702**	**$1,419,900**	**$1,417,569**	**$1,454,070**	**$1,492,564**	**$1,533,209**

General Fund Financial Outlook Through 2013 - Department Detail

Department Name	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Finance							
Regular Career Salary	2,782,171	3,352,318	3,745,682	3,858,051	3,973,792	4,093,007	4,215,795
Salary Driven Benefits	884,276	460,900	520,152	535,743	551,814	568,369	585,422
Non Salary Related Benefits	397,047	420,091	515,557	541,330	595,462	655,010	720,512
Temporary Compensation	19,391	140,424	173,836	179,048	184,418	189,952	195,648
Overtime Compensation	576	6,782	9,653	9,940	10,239	10,546	10,863
Special Pay	71,702	39,050	6,099	6,280	6,468	6,662	6,861
Allocated Admin-Persl Svcs	(187,603)	(194,683)	(268,051)	(276,091)	(284,375)	(292,906)	(301,693)
Supplies and Services	926,135	943,007	848,880	848,880	848,880	848,880	848,880
Interfund Charges	53,339	57,926	57,943	64,896	72,682	81,405	91,172
Reductions	-	-	(419,147)	(422,225)	(435,343)	(449,091)	(463,509)
Future Adjustments	-	-	-	50,000	51,500	53,045	54,636
Unfunded Needs	-	-	465,875	468,786	483,886	499,733	516,379
Subtotal	**$4,947,034**	**$5,225,815**	**$5,656,479**	**$5,864,638**	**$6,059,423**	**$6,264,612**	**$6,480,966**
Fire							
Regular Civil Salary	17,237,133	20,271,044	22,350,707	23,021,222	23,711,861	24,423,216	25,155,910
Regular Career Salary	625,765	746,801	788,221	811,866	836,222	861,308	887,149
Salary Driven Benefits	5,325,054	3,761,582	2,940,036	3,028,217	3,119,063	3,212,639	3,309,018
Non Salary Related Benefits	2,810,479	3,251,637	3,459,911	3,632,899	3,996,189	4,395,809	4,835,392
Temporary Compensation	78,957	7,692	-	-	-	-	-
Overtime Compensation	1,811,159	1,300,826	809,955	834,252	859,277	885,053	911,607
Special Pay	778,589	742,249	723,458	745,154	767,502	790,522	814,244
Supplies and Services	1,090,723	1,021,663	1,156,564	1,156,564	1,156,564	1,156,564	1,156,564
Utilities	426,167	231,099	221,072	247,599	277,311	310,589	347,859
Interfund Charges	1,478,983	1,724,599	1,686,098	1,888,415	2,115,029	2,368,832	2,653,094
Capital Related	11,060	53,647	118,560	118,560	118,560	118,560	118,560
Additions	-	-	108,540	111,796	115,150	118,604	122,162
Reductions	-	-	(462,811)	(477,787)	(496,138)	(515,442)	(535,766)
Unfunded Needs	-	-	582,811	601,387	623,446	646,569	670,827
Subtotal	**$31,674,069**	**$33,112,839**	**$34,483,122**	**$35,720,144**	**$37,200,036**	**$38,772,823**	**$40,446,620**

General Fund Financial Outlook Through 2013 - Department Detail

Department Name	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
General Management							
Regular Career Salary	3,544,733	4,291,908	4,668,325	4,808,365	4,952,617	5,101,196	5,254,233
Salary Driven Benefits	1,199,178	851,917	688,394	709,009	730,282	752,188	774,753
Non Salary Related Benefits	469,994	590,462	650,661	683,181	751,498	826,650	909,317
Temporary Compensation	361,356	365,228	345,691	356,054	366,740	377,741	389,071
Overtime Compensation	76,341	70,195	71,443	73,585	75,793	78,066	80,409
Special Pay	163,875	140,709	56,689	58,382	60,128	61,935	63,791
Allocated Admin-Persl Svcs	(785,666)	(846,920)	(864,443)	(890,373)	(917,086)	(944,599)	(972,937)
Supplies and Services	3,856,270	2,960,772	3,052,649	3,052,649	3,052,649	3,052,649	3,052,649
Utilities	1,626,489	1,900,203	1,988,176	2,226,755	2,493,966	2,793,242	3,128,432
Interfund Charges	111,536	116,185	138,124	154,693	173,253	194,043	217,329
Debt Related	1,009,046	1,009,047	1,327,895	1,327,895	1,327,895	1,327,895	1,327,895
Capital Related	4,351,371	764,911	2,246,410	2,246,410	2,246,410	2,246,410	2,246,410
Operating Transfer Out	290,700	-	-	-	-	-	-
Additions	-	-	319,528	329,129	340,669	352,782	365,509
Reductions	-	-	(2,679,492)	(472,284)	(488,470)	(505,555)	(523,609)
Council Amendments	-	-	289,949	298,816	309,963	321,721	334,136
Unfunded Needs	-	-	2,974,461	710,860	729,431	749,034	769,739
Subtotal	**$16,275,223**	**$12,214,617**	**$15,274,460**	**$15,673,126**	**$16,205,738**	**$16,785,398**	**$17,417,127**
Human Resources							
Regular Career Salary	689,589	795,134	876,499	902,792	929,875	957,772	986,504
Salary Driven Benefits	250,261	108,124	120,395	123,999	127,718	131,549	135,494
Non Salary Related Benefits	92,282	111,139	126,776	133,111	146,421	161,063	177,172
Temporary Compensation	-	30,000	-	-	-	-	-
Overtime Compensation	748	-	-	-	-	-	-
Special Pay	105,347	115,146	133,430	137,429	141,552	145,798	150,173
Allocated Admin-Persl Svcs	(588)	-	-	-	-	-	-
Supplies and Services	238,867	297,594	292,782	292,782	292,782	292,782	292,782
Interfund Charges	10,736	12,780	13,684	15,324	17,164	19,223	21,530
Reductions	-	-	(223,981)	(151,563)	(155,417)	(159,388)	(163,478)
Unfunded Needs	-	-	227,005	154,610	158,917	163,411	168,104
Subtotal	**$1,387,242**	**$1,469,917**	**$1,566,590**	**$1,608,484**	**$1,659,012**	**$1,712,210**	**$1,768,281**

General Fund Financial Outlook Through 2013 - Department Detail

Department Name	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Information Technology							
Regular Career Salary	2,399,008	2,855,352	3,075,476	3,167,737	3,262,770	3,360,654	3,461,473
Salary Driven Benefits	754,669	543,751	422,253	434,910	447,958	461,394	475,236
Non Salary Related Benefits	253,927	299,791	335,474	352,243	387,468	426,214	468,837
Temporary Compensation	14,328	-	-	-	-	-	-
Overtime Compensation	16,442	14,579	8,657	8,915	9,182	9,459	9,742
Special Pay	111,324	88,140	119,537	123,116	126,809	130,614	134,530
Allocated Admin-Persl Svcs	(81,226)	(92,005)	(101,760)	(104,812)	(107,957)	(111,195)	(114,531)
Supplies and Services	3,146,891	3,238,472	3,268,138	3,268,138	3,268,138	3,268,138	3,268,138
Utilities	3,856	4,631	3,946	4,418	4,949	5,542	6,207
Interfund Charges	21,207	21,671	23,488	26,305	29,461	32,998	36,957
Capital Related	252,091	44,776	114,629	114,629	114,629	114,629	114,629
Additions	-	-	140,950	100,950	100,950	100,950	100,950
Reductions	-	-	(789,892)	(398,906)	(402,017)	(405,291)	(408,735)
Unfunded Needs	-	-	825,466	442,364	455,060	468,413	482,460
Subtotal	**$6,892,517**	**$7,019,158**	**$7,446,362**	**$7,540,007**	**$7,697,400**	**$7,862,519**	**$8,035,893**
Judicial							
Regular Career Salary	1,017,966	1,480,082	1,486,425	1,531,015	1,576,945	1,624,254	1,672,982
Salary Driven Benefits	381,047	214,711	217,174	223,680	230,393	237,304	244,424
Non Salary Related Benefits	108,300	140,610	180,747	189,781	208,759	229,636	252,599
Temporary Compensation	266,463	228,103	238,103	245,246	252,600	260,180	267,984
Overtime Compensation	1,245	-	-	-	-	-	-
Special Pay	17,312	11,995	11,112	11,443	11,785	12,138	12,502
Supplies and Services	130,852	55,546	55,546	55,546	55,546	55,546	55,546
Interfund Charges	5,372	5,518	5,651	6,329	7,088	7,939	8,891
Council Amendments	-	-	(105,000)	(108,424)	(112,691)	(117,186)	(121,926)
Subtotal	**$1,928,557**	**$2,136,565**	**$2,089,758**	**$2,154,616**	**$2,230,425**	**$2,309,811**	**$2,393,002**

General Fund Financial Outlook Through 2013 - Department Detail

Department Name	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Library, Rec & Cultural Svcs							
Regular Career Salary	2,762,622	3,321,503	3,614,820	3,723,255	3,834,952	3,950,001	4,068,501
Salary Driven Benefits	915,333	637,497	496,362	511,215	526,549	542,348	558,620
Non Salary Related Benefits	419,485	498,083	557,447	585,306	643,835	708,220	779,048
Temporary Compensation	224,265	173,166	221,867	228,514	235,359	242,424	249,699
Overtime Compensation	6,195	-	-	-	-	-	-
Special Pay	58,062	13,863	18,007	18,543	19,097	19,669	20,258
Supplies and Services	1,828,919	1,718,511	1,720,896	1,720,896	1,720,896	1,720,896	1,720,896
Utilities	6,178	8,026	5,339	5,978	6,695	7,499	8,398
Interfund Charges	91,920	90,185	95,953	107,464	120,360	134,803	150,979
Capital Related	27,987	(10,525)	-	-	-	-	-
Operating Transfer Out	6,365,856	6,365,942	6,919,117	6,919,117	6,919,117	6,919,117	6,919,117
Additions	-	-	2,000	2,000	2,000	2,000	2,000
Reductions	-	-	(816,371)	(821,770)	(827,332)	(833,061)	(838,962)
Council Amendments	-	-	314,234	319,633	325,195	330,924	336,825
Future Adjustments	-	-	-	375,674	751,348	1,127,022	1,502,696
Unfunded Needs	-	-	3,115,008	2,400,818	2,423,765	2,447,895	2,473,289
Unfunded Needs	-	-	(30,000)	(30,525)	(31,059)	(31,835)	(32,631)
Subtotal	**$12,706,822**	**$12,816,251**	**$16,234,679**	**$16,066,118**	**$16,670,777**	**$17,287,922**	**$17,918,733**
Neighborhood Services							
Regular Career Salary	2,021,157	2,287,187	2,536,452	2,612,541	2,690,917	2,771,645	2,854,796
Salary Driven Benefits	760,681	470,931	354,880	365,510	376,478	387,770	399,404
Non Salary Related Benefits	336,366	354,558	395,872	415,659	457,226	502,950	553,243
Temporary Compensation	33,912	62,235	20,896	21,521	22,167	22,832	23,517
Overtime Compensation	21,234	13,689	15,872	16,346	16,837	17,342	17,862
Special Pay	62,726	72,646	49,585	51,068	52,599	54,177	55,802
Supplies and Services	245,231	236,359	233,756	233,756	233,756	233,756	233,756
Interfund Charges	96,326	106,260	97,994	109,748	122,918	137,667	154,191
Reductions	-	-	(485,584)	(498,255)	(516,705)	(536,066)	(556,401)
Council Amendments	-	-	246,665	254,089	263,286	272,981	283,215
Future Adjustments	-	-	-	-	132,668	275,628	286,836
Unfunded Needs	-	-	492,475	411,594	424,869	438,681	453,055
Subtotal	**$3,577,633**	**$3,603,865**	**$3,958,863**	**$3,993,577**	**$4,277,016**	**$4,579,363**	**$4,759,276**

General Fund Financial Outlook Through 2013 - Department Detail

Department Name	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Non-Departmental							
Regular Civil Salary	-	-	28,742	29,603	30,491	31,406	32,349
Regular Career Salary	505	(686,834)	1,032,506	1,063,480	1,095,385	1,128,246	1,162,094
Salary Driven Benefits	2,734,130	2,710,196	2,852,506	2,938,076	3,026,221	3,117,007	3,210,516
Non Salary Related Benefits	1,398	2,361	-	-	-	-	-
Temporary Compensation	5,873	4,500	4,500	4,635	4,773	4,916	5,064
Overtime Compensation	1,079,665	484,600	484,600	499,138	514,112	529,535	545,421
Special Pay	187,622	215,092	317,012	326,522	336,318	346,406	356,798
Supplies and Services	3,202,790	1,999,276	1,073,906	1,073,906	1,073,906	1,073,906	1,073,906
Interfund Charges	215,150	163,082	638,294	714,888	800,675	896,755	1,004,365
Debt Related	16,500	-	-	-	-	-	-
Capital Related	44,891	50,000	50,000	50,000	50,000	50,000	50,000
Operating Transfer Out	29,949,264	24,709,690	26,429,062	30,404,496	32,319,302	34,513,799	37,052,101
Contingency	-	-	90,000	90,000	90,000	90,000	90,000
Additions	-	-	2,810,000	1,410,000	1,410,000	1,410,000	1,410,000
Reductions	-	-	(1,025,425)	(943,000)	(106,090)	(109,272)	(112,550)
Council Amendments	-	-	(1,174,000)	(380,000)	(380,000)	(380,000)	(380,000)
Future Adjustments	-	-	-	-	(192,745)	1,055,251	549,478
Unfunded Needs	-	-	3,252,078	288,356	295,261	302,371	309,697
Subtotal	**$37,437,788**	**$29,651,963**	**$36,863,781**	**$37,570,100**	**$40,367,609**	**$44,060,326**	**$46,359,239**
Parks & Open Space							
Regular Career Salary	4,200,692	5,062,482	5,361,305	5,522,137	5,687,803	5,858,437	6,034,189
Salary Driven Benefits	1,453,330	696,675	738,782	760,916	783,743	807,258	831,471
Non Salary Related Benefits	786,972	846,618	967,296	1,015,651	1,117,218	1,228,936	1,351,833
Temporary Compensation	1,090,110	1,139,573	1,149,713	1,184,197	1,219,722	1,256,315	1,294,004
Overtime Compensation	176,686	123,575	122,679	126,356	130,146	134,052	138,074
Special Pay	123,754	102,474	81,113	83,535	86,041	88,621	91,279
Allocated Admin-Persl Svcs	(232,030)	(237,412)	(242,959)	(250,247)	(257,754)	(265,487)	(273,452)
Supplies and Services	1,972,296	1,370,331	1,380,198	1,380,198	1,380,198	1,380,198	1,380,198
Utilities	2,760,629	2,986,613	3,090,582	3,461,446	3,876,818	4,342,038	4,863,082
Interfund Charges	1,301,849	1,397,442	1,455,417	1,630,050	1,825,659	2,044,739	2,290,110
Capital Related	229,530	48,732	46,168	46,168	46,168	46,168	46,168
Additions	-	-	80,072	89,680	100,442	112,495	125,994
Reductions	-	-	(860,009)	(896,090)	(937,004)	(981,781)	(1,030,852)
Council Amendments	-	-	50,000	51,500	53,045	54,636	56,275
Unfunded Needs	-	-	1,007,514	1,047,527	1,092,365	1,141,168	1,194,369
Unfunded Needs	-	-	-	-	-	-	-
Subtotal	**$13,863,818**	**$13,537,103**	**$14,427,871**	**$15,253,024**	**$16,204,610**	**$17,247,793**	**$18,392,742**

General Fund Financial Outlook Through 2013 - Department Detail

Department Name	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Planning							
Regular Career Salary	730,748	774,849	874,020	900,239	927,247	955,063	983,716
Salary Driven Benefits	225,547	175,414	120,064	123,661	127,370	131,192	135,129
Non Salary Related Benefits	75,043	94,420	110,742	116,277	127,905	140,695	154,765
Temporary Compensation	2,546	16,685	-	-	-	-	-
Special Pay	5,648	9,314	8,526	8,780	9,042	9,314	9,593
Supplies and Services	131,933	110,148	157,986	157,986	157,986	157,986	157,986
Interfund Charges	4,598	7,562	8,546	9,570	10,718	12,004	13,446
Reductions	-	-	(100,688)	(84,207)	(87,369)	(90,690)	(94,179)
Unfunded Needs	-	-	202,904	189,050	195,344	201,950	208,887
Subtotal	**$1,176,063**	**$1,188,392**	**$1,382,100**	**$1,421,356**	**$1,468,243**	**$1,517,514**	**$1,569,343**
Police							
Regular Civil Salary	35,467,802	44,776,554	46,700,652	48,101,656	49,544,707	51,031,049	52,561,982
Regular Career Salary	4,367,889	5,435,112	5,514,926	5,680,362	5,850,771	6,026,294	6,207,082
Salary Driven Benefits	13,629,950	6,779,097	6,809,273	7,013,473	7,223,883	7,440,606	7,663,822
Non Salary Related Benefits	5,397,914	6,273,397	6,746,642	7,083,951	7,792,347	8,571,581	9,428,739
Temporary Compensation	101,344	81,396	-	-	-	-	-
Overtime Compensation	1,972,508	2,000,646	1,865,053	1,921,002	1,978,624	2,037,981	2,099,124
Special Pay	1,529,898	1,443,996	1,344,109	1,384,382	1,425,913	1,468,676	1,512,748
Allocated Admin-Persl Svcs	(1,954)	-	-	-	-	-	-
Supplies and Services	3,355,132	2,944,702	2,900,288	2,900,288	2,900,288	2,900,288	2,900,288
Utilities	251	281	306	342	383	429	481
Interfund Charges	5,436,280	5,824,976	6,121,467	6,856,009	7,678,732	8,600,181	9,632,208
Debt Related	46,349	-	-	-	-	-	-
Capital Related	103,639	-	-	-	-	-	-
Additions	-	-	556,027	504,630	525,145	546,809	569,718
Reductions	-	-	(903,355)	(930,757)	(965,054)	(1,001,216)	(1,039,381)
Council Amendments	-	-	294,106	303,822	316,225	329,327	343,186
Future Adjustments	-	-	-	1,791,016	3,314,307	4,694,806	6,058,127
Unfunded Needs	-	-	1,418,925	1,190,675	1,216,306	1,243,338	1,271,876
Subtotal	**$71,407,002**	**$75,560,157**	**$79,368,419**	**$83,800,851**	**$88,802,577**	**$93,890,149**	**$99,210,000**

General Fund Financial Outlook Through 2013 - Department Detail

Department Name	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Public Defender							
Regular Career Salary	362,096	445,134	442,098	455,360	469,020	483,092	497,584
Salary Driven Benefits	109,999	62,024	61,601	63,447	65,350	67,310	69,330
Non Salary Related Benefits	59,404	66,344	70,718	74,253	81,678	89,846	98,831
Overtime Compensation	1,320	-	-	-	-	-	-
Special Pay	994	-	-	-	-	-	-
Supplies and Services	56,172	51,194	51,194	51,194	51,194	51,194	51,194
Interfund Charges	5,372	5,518	5,651	6,329	7,088	7,939	8,891
Unfunded Needs	-	-	125,786	129,621	134,060	138,702	143,556
Subtotal	**$595,357**	**$630,214**	**$757,048**	**$780,204**	**$808,390**	**$838,083**	**$869,386**
Public Safety Communications Center							
Regular Career Salary	3,103,942	3,756,831	4,232,979	4,359,968	4,490,767	4,625,490	4,764,255
Salary Driven Benefits	1,085,646	794,451	581,668	599,116	617,088	635,601	654,669
Non Salary Related Benefits	456,340	567,464	627,993	659,391	725,331	797,864	877,651
Temporary Compensation	26,315	15,000	13,134	13,526	13,933	14,351	14,780
Overtime Compensation	146,482	284,655	150,562	155,076	159,729	164,521	169,456
Special Pay	68,411	92,247	55,046	56,695	58,394	60,147	61,951
Supplies and Services	81,726	33,839	33,839	33,839	33,839	33,839	33,839
Interfund Charges	2,590	4,108	3,226	3,612	4,045	4,531	5,074
Subtotal	**$4,971,452**	**$5,548,595**	**$5,698,447**	**$5,881,223**	**$6,103,126**	**$6,336,344**	**$6,581,675**
Public Works							
Regular Career Salary	6,847,371	8,244,728	9,023,849	9,294,561	9,573,397	9,860,598	10,156,417
Salary Driven Benefits	2,446,897	1,513,291	1,242,293	1,279,539	1,317,925	1,357,464	1,398,192
Non Salary Related Benefits	1,105,576	1,295,263	1,501,001	1,576,042	1,733,647	1,907,014	2,097,716
Temporary Compensation	141,318	160,899	82,547	85,023	87,572	90,199	92,906
Overtime Compensation	95,209	52,825	128,552	132,404	136,375	140,467	144,682
Special Pay	170,184	113,621	107,799	111,023	114,353	117,782	121,314
Allocated Admin-Persl Svcs	(1,068,278)	(1,146,963)	(1,147,979)	(1,182,417)	(1,217,888)	(1,254,425)	(1,292,058)
Supplies and Services	2,684,663	2,485,809	2,693,838	2,693,838	2,693,838	2,693,838	2,693,838
Utilities	4,326,946	4,809,841	5,181,242	5,802,990	6,499,349	7,279,271	8,152,784
Interfund Charges	2,461,894	2,665,989	2,837,817	3,178,343	3,559,743	3,986,915	4,465,348
Capital Related	91,894	56,283	45,771	45,771	45,771	45,771	45,771
Additions	-	-	166,420	186,390	208,757	233,808	261,865
Reductions	-	-	(1,178,438)	(878,550)	(906,649)	(936,605)	(968,585)
Council Amendments	-	-	100,000	-	-	-	-
Future Adjustments	-	-	-	166,000	371,840	624,691	932,872
Unfunded Needs	-	-	2,032,974	1,709,577	1,763,569	1,821,245	1,882,940
Subtotal	**$19,303,674**	**$20,251,586**	**$22,817,686**	**$24,200,534**	**$25,981,599**	**$27,968,033**	**$30,186,002**

General Fund Financial Outlook Through 2013 - Department Detail

Department Name	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
GRAND TOTAL	**$241,879,623**	**$238,357,996**	**$263,247,072**	**$273,148,098**	**$287,908,451**	**$304,190,916**	**$319,767,814**

General Fund Financial Outlook Through 2013 - Summary of Proposed Additions

Department	Description	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Civil Service Commission	Increased applicant testing numbers	19,500	19,500	19,500	19,500	19,500
Fire	City match for SAFER grant	108,540	111,796	115,150	118,604	122,162
General Management	Increase for E-Recordings contract; transfer of TV Services from Designated Revenues	319,528	329,129	340,669	352,782	365,509
Information Technology	Maint. contracts, storage hardware, and telecommunication support	140,950	100,950	100,950	100,950	100,950
Library, Rec & Cultural Svcs	Historical Preservation Marking Program	2,000	2,000	2,000	2,000	2,000
Non-Departmental	Snow removal costs, debt service transfer, AECD/ACED/NABA from Development Review and refund of costs	2,810,000	1,410,000	1,410,000	1,410,000	1,410,000
Parks & Open Space	Operations and maintenance for 61 acres	80,072	89,680	100,442	112,495	125,994
Police	8.0 new 2/1000 Patrol Officers and associated equipment	556,027	504,630	525,145	546,809	569,718
Public Works	Increase for electricity costs associated with public lighting system growth	166,420	186,390	208,757	233,808	261,865
	Total Proposed Additions	**$4,203,037**	**$2,754,075**	**$2,822,613**	**$2,896,948**	**$2,977,698**

General Fund Financial Outlook Through 2013 - Summary of Proposed Reductions

Department	Description	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
City Council	Eliminate Blue-Ribbon Panel budget	(40,000)	(41,200)	(42,436)	(43,709)	(45,020)
Development Services	Reduce staff hours at Aurora Business Development Center, reduce travel and training	(16,500)	(16,950)	(17,413)	(17,890)	(18,382)
Finance	Eliminate 3.0 FTE in Tax Audit; eliminate 0.50 Management Analyst; reduce operating budget	(419,147)	(422,225)	(435,343)	(449,091)	(463,509)
Fire	Eliminate 6.0 FTE through staffing and truck company assignments	(462,811)	(477,787)	(496,138)	(515,442)	(535,766)
General Management	Reduce operating budget, 3.0 TV Services positions, 1.0 Procurement Agent, 1.0 Development Project Manager, 1.0 Public Information Officer, 0.5 Management Analyst, and 0.3 Administrative Assistant	(2,679,492)	(472,284)	(488,470)	(505,555)	(523,609)
Human Resources	Eliminate Wellness Stipend and Second Language Program, delay hiring of Manger of Compensation, reduce operating budget	(223,981)	(151,563)	(155,417)	(159,388)	(163,478)
Information Technology	Eliminate PC replacement for 2009, savings from contracts, equipment replacement, travel and training	(789,892)	(398,906)	(402,017)	(405,291)	(408,735)
Library, Rec & Cultural Svcs	Reduce library hours, close Chambers Plaza Library, decrease subsidy for Recreation and Cultural Services cuts, reduce material acquisitions	(816,371)	(821,770)	(827,332)	(833,061)	(838,962)
Neighborhood Services	Eliminate 3.0 and transfer 4.0 Code Enforcement FTE to other funds, eliminate 1.0 Neighborhood Liaison	(485,584)	(498,255)	(516,705)	(536,066)	(556,401)
Non-Departmental	Eliminate performance awards, pension savings, decrease transfer to Visitor's Promotion Advisory Board	(1,025,425)	(943,000)	(106,090)	(109,272)	(112,550)
Parks & Open Space	Eliminate 12.0 seasonal employees; eliminate 1.0 Forestry Technician, 1.0 Parks Worker, 1.0 Maintenance Technician, and transfer 0.3 Landscape Architect to Designated Revenues Fund; reclass supervisory position; reduce operating budget	(860,009)	(896,090)	(937,004)	(981,781)	(1,030,852)

General Fund Financial Outlook Through 2013 - Summary of Proposed Reductions

Department	Description	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Planning	Eliminate 0.95 Senior Planner, reduce budget for abandoned waste removal	(100,688)	(84,207)	(87,369)	(90,690)	(94,179)
Police	Convert Division Chief to Patrol Officer, eliminate 11.0 Police Report Clerks, reduce overhires, reduce recruitment budget, eliminate hiring bonuses	(903,355)	(930,757)	(965,054)	(1,001,216)	(1,039,381)
Public Works	Eliminate 7.0 FTE; reduce street sweeping operations; defer street maintenance, traffic signal, pavement marking, and street overlay projects; reduce various operating budget	(1,178,438)	(878,550)	(906,649)	(936,605)	(968,585)
	Total Proposed Reductions	**($10,001,693)**	**($7,033,544)**	**($6,383,437)**	**($6,585,057)**	**($6,799,409)**

General Fund Financial Outlook Through 2013 - Summary of Council Adjustments

Department	Description	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
City Attorney	Eliminate vacant 1.0 Paralegal and vacant 0.5 Assistant City Attorney	(110,000)	(113,575)	(117,996)	(122,648)	(127,554)
City Council	Metro Mayors' transportation study, youth awards, net of a reduction in Council Contingency	15,500	(9,500)	(9,500)	(9,500)	(9,500)
Court Administration	Elimination of 2.0 FTE vacant assistant detention officers	(85,000)	(87,907)	(91,877)	(96,100)	(100,597)
Development Services	Restore economic development agency payments to the General Fund at 2008 levels	377,229	377,229	377,229	377,229	377,229
General Management	Restore layoff of 2.0 FTE TV personnel, restore Access Aurora and Communications reductions of 1.3 FTE	289,949	298,816	309,963	321,721	334,136
Judicial	Eliminate vacant 1.5 associate judge position	(105,000)	(108,424)	(112,691)	(117,186)	(121,926)
Library, Rec & Cultural Svcs	Restoration of Chambers Plaza Library, Central and Mission Viejo library hours and 5.0 FTE, and restoration of the subsidy for Fitzsimons Pool	314,234	319,633	325,195	330,924	336,825
Neighborhood Services	Eliminate transfer of 2.0 FTE Code Enforcement Officers and restore 2.0 Code Enforcement, restore NABA payment to the General Fund at 2008 levels net of Restricted Breed program offset for supervisory expenses	246,665	254,089	263,286	272,981	283,215
Non-Departmental	Reduction in repayment to the Development Review Fund for economic development agencies, elimination of transfer to the Designated Revenues Fund for economic development agencies which will be paid directly from the General Fund	(1,174,000)	(380,000)	(380,000)	(380,000)	(380,000)
Parks & Open Space	Addition for median maintenance	50,000	51,500	53,045	54,636	56,275
Police	Restore 6.0 FTE filled front desk positions	294,106	303,822	316,225	329,327	343,186
Public Works	Fastracks engineering consultant	100,000	-	-	-	-
	Total Council Adjustments	**$213,683**	**$905,683**	**$932,879**	**$961,384**	**$991,289**

General Fund Financial Outlook Through 2013 - Potential Future Adjustments

Description	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
FUTURE ADJUSTMENTS						
Add 10.0 police officers per year for 2/1000 population increases. Based on 1.57% increases.	-	-	848,349	1,747,598	2,700,040	3,708,055
Additional Street Lighting Growth	-	-	166,000	371,840	624,691	932,872
Change in hours worked each year (below or above 2009 base)	-	-	-	(530,000)	605,900	-
Debt Management Charge for Service	-	-	50,000	51,500	53,045	54,636
Move Code Enforcement From Abatement Fund - 2 in 2011 and 2 in 2012	-	-	-	132,668	275,628	286,836
Police & Fire annual step/grade costs	-	-	942,667	1,566,709	1,994,766	2,350,072
Recreation / Cultural Services -subsidy increase	-	-	375,674	751,348	1,127,022	1,502,696
TABOR / Policy Reserve Transfer Increase	-	-	-	337,255	449,351	549,478
TOTAL FUTURE ADJUSTMENTS	**$0**	**$0**	**$2,382,690**	**$4,428,918**	**$7,830,443**	**$9,384,645**
UNFUNDED NEEDS						
2 New Speed Monitoring Trailers	-	24,670	-	-	-	-
4 Replacement Motorcycles for Motorcycle Enforcement Team	-	118,000	-	-	-	-
Add 1 Full-time Interpreter Coordinator FTE	-	47,639	49,226	51,288	53,469	55,782
Add 1.0 FTE Administrative Assistant in the Controller's Office	-	46,728	46,561	48,543	50,642	52,870
Add 1.0 FTE Detention Officer and Increase Funding for Interpreter Fees and Usage	-	103,690	105,783	108,427	111,219	114,169
Add 1.0 Full-Time Criminalist III (DNA Analyst)	-	113,598	117,038	121,070	125,292	129,713
Add 1.0 Processing Clerk and 1.0 Electronic Resources Collection Development Clerk	-	79,306	82,050	85,854	89,908	94,231
Add Ranger for Trail & Reservoir Patrol	-	50,000	51,500	53,045	54,636	56,275
Additional Administrative Assistant Staff	-	49,786	51,461	53,676	56,026	58,520
Additional Funding for Extraordinary Service Program	-	7,500	7,500	7,500	7,500	7,500
Additional Training Budget	-	4,000	4,000	4,000	4,000	4,000
Administrative Services - Restore 2009 Cut - Budget Reductions	-	40,450	41,723	43,279	44,916	46,638
Ammunition for Growth and Inflation	-	30,000	30,000	30,000	30,000	30,000
Animal Care - Stand-by and Overtime Pay	-	17,000	17,510	18,034	18,575	19,133
Animal Care - Vehicle Laptops	-	61,000	5,000	5,000	5,000	5,000
Animal Care- Facility Improvements	-	10,000	-	-	-	-
Animal Care Officers- Add 2.0 FTE	-	139,000	123,360	126,820	130,385	134,056
Arapahoe Library District Funding Offset (2010)	-	502,541	502,541	502,541	502,541	502,541
Asphalt Material Cost Increases	-	102,000	102,000	102,000	102,000	102,000
Aurora Fox Arts Center Education Theater Assistant (Temporary)	-	7,200	7,416	7,638	7,867	8,103

General Fund Financial Outlook Through 2013 - Potential Future Adjustments

Description	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
UNFUNDED NEEDS						
Aurora Fox Arts Center Publicity/Marketing Sales Director	-	25,600	26,925	28,785	30,544	32,432
Aurora Fox Arts Center Used Truck	-	5,000	-	-	-	-
Backfill Overtime for Training	-	120,000	123,600	127,308	131,127	135,061
Beck Recreation Center Manager on Duty (Temp Contract)	-	10,000	10,300	10,609	10,927	11,255
Coal Creek School Relocation and Renovation	-	120,000	120,000	120,000	120,000	120,000
Code Enforcement Vehicle Upgrade	-	7,000	-	-	-	-
Commission on Accreditation for Law Enforcement Agencies (CALEA) On-Site Expenses	-	11,000	-	-	-	-
Communications - Administrative Specialist for Access Aurora	-	5,264	5,407	5,518	5,628	5,734
Communications - Restore 2009 Cut - Reduction of Three TV Service Positions	-	61,624	63,574	65,855	68,240	70,740
Community Needs Assessment Project/Recreation Plan Accreditation	-	100,000	-	-	-	-
Contract Services for Street Material Placement	-	27,200	27,200	27,200	27,200	27,200
Convert 3 long term Recreation Temporary Staff to Regular	-	25,000	25,750	26,522	27,318	28,137
Convert Dance Arts Administrative Assistant from Temporary to Regular	-	25,000	25,932	27,381	28,942	30,623
Crack/Seal Material Cost Increases	-	13,600	13,600	13,600	13,600	13,600
Cultural Arts Storage and Equipment Replacement	-	54,000	-	-	-	-
Driving Track Rental	-	8,000	8,000	8,000	8,000	8,000
Employee Wellness Program Assistant (Temporary)	-	30,000	30,900	31,827	32,781	33,765
Environmental Training	-	5,000	5,000	5,000	5,000	5,000
Expanded Hours at Moorhead Recreation Center per Council Request	-	6,000	-	-	-	-
Facilities Management - Conversion of Facilities Engineering Assistant	-	11,653	12,184	13,221	14,357	15,600
Facilities Management - Facilities Access Control and Video Surveillance System	-	30,243	30,243	30,243	30,243	30,243
Facilities Management - Material and Repair Contract Cost Increase	-	69,663	69,663	69,663	69,663	69,663
Facilities Management - Restore 2009 Cut - Budget Reductions	-	48,221	28,230	28,230	28,230	28,230
Facilities Management - Utility Tracking System for Cost and Usage of Electricity and Natural Gas	-	18,000	18,000	18,000	18,000	18,000
Firing Range Maintenance	-	42,000	-	-	-	-
Fleet Replacement - Restore 2009 Cut - Budget Reduction	-	2,200,000	-	-	-	-
Fleet Vehicle Maintenance - Replacement of Mechanical Fuel Dispensers (10) at Satellite Facilities	-	100,000	-	-	-	-
Fleet Vehicle Maintenance - Restore 2009 Cut - Budget Reductions	-	157,536	160,256	163,547	167,004	170,640
FMP-II Request for 1 snowplow and 1 FTE every year or for every additional 20 miles of new road	-	320,000	46,350	47,740	49,172	50,647

General Fund Financial Outlook Through 2013 - Potential Future Adjustments

Description	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
UNFUNDED NEEDS						
Forestry Technician for Hazardous Tree Removal	-	43,936	45,254	46,611	48,010	49,450
GIS Programmer Analyst	-	79,189	81,747	84,870	88,155	91,613
Handicapped Lifts for Outdoor Pools	-	25,000	25,000	25,000	25,000	25,000
Learning Officer	-	70,524	72,797	75,567	78,477	81,539
Lifeguard and Instructor Market Adjustments	-	45,000	46,350	47,740	49,172	50,647
Lighting Improvements to Existing System	-	150,000	150,000	150,000	150,000	150,000
Maintain Mobile Playground Program	-	10,000	10,300	10,609	10,927	11,255
Management Support - Internal Auditor	-	69,552	69,175	71,850	74,675	77,657
Management Support - Restore 2009 Cut - Budget Reductions and Mail Center Training Allocation	-	20,885	20,939	20,994	21,051	21,110
Management Support - Senior Internal Auditor	-	83,759	84,147	87,270	90,555	94,013
Management Support - Temp Part-Time Staff in Municipal Records	-	13,000	13,390	13,791	14,205	14,631
Marketing/Promotions Position	-	43,730	45,223	47,252	49,408	51,703
Materials Acquisition Funding Restoration	-	200,000	200,000	200,000	200,000	200,000
Museum General Operating	-	12,500	12,500	12,500	12,500	12,500
Neighborhood Support Liaison- Add 1.0 FTE	-	74,000	76,220	78,506	80,861	83,287
Permanent Restrooms at DeLaney	-	30,000	-	-	-	-
Print Shop - Restore 2009 Cut - Budget Reductions	-	1,492	1,536	1,582	1,630	1,679
Purchasing - Procurement Agent	-	39,161	88,253	91,572	95,058	98,723
Purchasing - Restore 2009 Cut - Budget Reduction	-	3,958	4,140	4,816	5,579	6,438
Radio Frequency ID for Library Materials Handling	-	380,000	-	-	-	-
Recreation System Pass Program/Registration at Outdoor Pools	-	130,000	-	-	-	-
Replace 10 Non-Replaceable Police Vehicles Per Year; Year 1 of 8-year Plan	-	200,000	200,000	200,000	200,000	200,000
Replace 20 Panasonic CF30 Computers for Academy Recruit Training & Detective Computers for the Field	-	113,200	113,200	113,200	113,200	113,200
Replace 3 Fume Hoods in Crime Lab	-	53,000	-	-	-	-
Replacement Batteries for Radios and Mobile Data Computers	-	75,000	75,000	75,000	75,000	75,000
Replacement of Technology and Support Equipment	-	50,000	50,000	50,000	50,000	50,000
Restore 2009 Cut - Abandoned Waste Money	-	19,100	-	-	-	-
Restore 2009 Cut - Athletic Fields and Aurora Sports Park Reductions	-	54,205	55,114	56,050	57,014	58,007
Restore 2009 Cut - CAD Systems Coordinator and Other Budget Reductions	-	187,358	189,906	193,017	196,291	199,735

General Fund Financial Outlook Through 2013 - Potential Future Adjustments

Description	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
UNFUNDED NEEDS						
Restore 2009 Cut - Code Enforcement FTE Reduction	-	59,672	60,795	63,288	65,925	68,714
Restore 2009 Cut - Decrease Visitor's Promotion Advisory Board Transfer	-	85,425	-	-	-	-
Restore 2009 Cut - Eliminate 3.0 Vacant Positions in Engineering Services	-	221,592	228,786	237,659	246,999	256,840
Restore 2009 Cut - Eliminate Budget for Performance Awards	-	100,000	103,000	106,090	109,272	112,550
Restore 2009 Cut - Eliminate Contract Development Position and .5 Management Analyst Reduction	-	153,962	158,670	163,764	169,046	174,522
Restore 2009 Cut - Eliminate Five Vacant Police Report Clerk FTE	-	239,472	247,484	257,955	269,046	280,804
Restore 2009 Cut - Eliminate North Aurora Special Events Assistant	-	61,544	63,572	66,147	68,867	71,743
Restore 2009 Cut - Eliminate Sr. Planner II Position Vacant	-	81,588	84,207	87,369	90,690	94,179
Restore 2009 Cut - Elimination of Second Language Program	-	49,751	51,243	52,780	54,364	55,995
Restore 2009 Cut - Elimination of the PC Replacement Program for 2009	-	393,534	-	-	-	-
Restore 2009 Cut - Forestry Reductions	-	106,839	110,224	114,201	118,363	122,725
Restore 2009 Cut - Manager of Compensation Hiring Delay	-	76,160	-	-	-	-
Restore 2009 Cut - Neighborhood Liaison FTE Reduction	-	73,203	75,561	78,479	81,551	84,789
Restore 2009 Cut - Open Space and Natural Resources Reductions	-	55,000	55,180	55,365	55,556	55,753
Restore 2009 Cut - Other Reductions	-	23,070	23,070	23,070	23,070	23,070
Restore 2009 Cut - Parks Administration & PD&C Reductions	-	31,914	31,914	31,914	31,914	31,914
Restore 2009 Cut - Parks Operations and Management Reductions	-	588,620	619,481	654,404	692,927	735,464
Restore 2009 Cut - Public Improvement Inspections	-	260,870	269,422	280,181	291,531	303,515
Restore 2009 Cut - Recreation Administration, Sports Programs, and Senior Programs Reductions	-	64,743	66,737	68,941	71,229	73,610
Restore 2009 Cut - Reduce Contract Position Hours at the Aurora Business Development Center	-	15,000	15,450	15,913	16,390	16,882
Restore 2009 Cut - Reduce Library Materials Acquisition Budget	-	235,000	235,000	235,000	235,000	235,000
Restore 2009 Cut - Reduce Patrol Officer Overhire by Three FTE	-	227,846	235,227	244,293	253,831	263,877
Restore 2009 Cut - Reduce Police Recruitment Budget by 50 percent and Eliminate Hiring Bonuses	-	65,500	65,500	65,500	65,500	65,500
Restore 2009 Cut - Reduce Tax Audit Function	-	179,157	185,077	192,638	200,627	209,077
Restore 2009 Cut - Reduce Travel and Training	-	1,500	1,500	1,500	1,500	1,500
Restore 2009 Cut - Reduction of Finance Operations	-	86,028	78,478	78,941	79,418	79,910
Restore 2009 Cut - Registration Office Reductions	-	12,750	12,941	13,138	13,341	13,550
Restore 2009 Cut - Staffing and Truck Company Assignment Adjustment	-	462,811	477,787	496,138	515,442	535,766
Restore 2009 Cut - Street Maintenance	-	497,284	173,900	173,900	173,900	173,900

General Fund Financial Outlook Through 2013 - Potential Future Adjustments

Description	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
UNFUNDED NEEDS						
Restore 2009 Cut - Street Sweeping	-	78,134	84,288	91,112	98,685	107,096
Restore 2009 Cut - Traffic Operations	-	120,558	122,154	123,797	125,490	127,234
Restore Adult Sports Recreation Specialist	-	67,030	69,222	71,970	74,869	77,927
Restore General Fund Support for Museum Collection Specialist	-	52,364	53,934	55,552	57,219	58,936
Restore Loss of General Fund Support	-	60,000	60,000	60,000	60,000	60,000
Restore North Region Public Hours	-	339,700	339,700	339,700	339,700	339,700
Restore Tallyn's Reach Public Hours	-	243,000	243,000	243,000	243,000	243,000
Restore Two Part-Time Community Relations Administrative Technicians to Full-Time	-	51,600	53,148	54,742	56,384	58,076
Retail Development Consultant Services	-	33,000	-	-	-	-
Salary Adjustments for Legal Staff	-	72,000	74,160	76,384	78,676	81,036
Snow Removal of Additional Residential Streets - Equipment	-	1,610,000	-	-	-	-
Snow Removal of Additional Residential Streets - Material and Personnel	-	416,978	433,818	454,938	477,571	501,860
Snow Removal of Existing Routes - Capital	-	930,000	-	-	-	-
Snow Removal of New Routes - Operating	-	100,000	30,900	31,827	32,781	33,765
Socio Economic Analyst (Senior Planner II)	-	102,216	104,843	107,975	111,260	114,708
Storage Administrator	-	86,196	88,964	92,303	95,812	99,499
Supplies and Personal Services for Snow Removal	-	106,653	108,106	109,604	111,146	112,735
Support for America's Promise for Aurora Youth	-	5,000	5,000	5,000	5,000	5,000
Technology Trainer	-	79,189	81,747	84,870	88,155	91,613
Technology Upgrades and Maintenance	-	50,000	50,000	50,000	50,000	50,000
Temporary Salary for Aurora Reservoir Beach Operations Support	-	42,000	42,960	43,948	44,967	46,016
Temporary Salary for Trail & Reservoir Patrol	-	30,000	30,900	31,827	32,781	33,765
Traffic Signal Maintenance - Additional Staff	-	144,758	104,409	109,182	114,269	119,695
Trolley Shelter	-	28,000	-	-	-	-
TOTAL UNFUNDED NEEDS	**$0**	**$16,846,472**	**$9,837,433**	**$10,091,060**	**$10,359,784**	**$10,645,098**

FUND SUMMARIES

AURORA

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 2013.

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, shows 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 2013. 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.

Fund Types

The City's fund accounting structure segregates funds into fund types based on their specific activities or certain objectives in accordance with special regulations, restrictions, or limitations. Definitions for the various fund types are available in the glossary section of this book. The following table shows the type designation for each of the City's various funds. Detailed information for each fund is located within each fund's fund summary.

General Fund
- General Fund

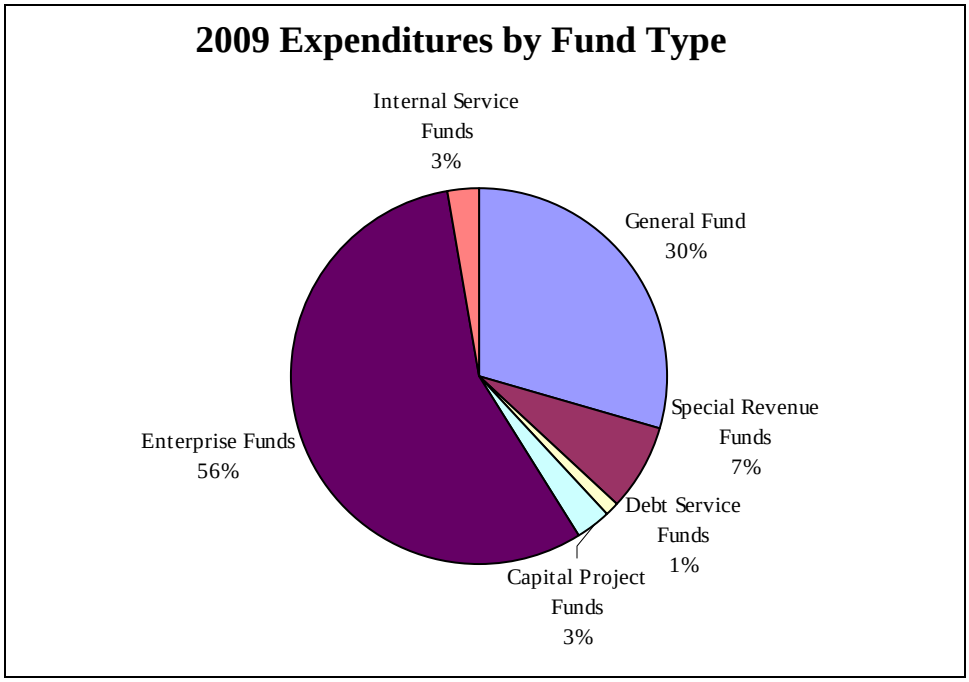
Special Revenue Funds
- Abatement Fund
- Arapahoe County Open Space Fund
- Community Development Fund
- Conservation Trust Fund
- Cultural Services Fund
- Designated Revenues Fund
- Development Review Fund
- Emergency Contingency Fund
- Enhanced E-911 Fund
- Gifts & Grants Fund
- Parks Development Fund
- Policy Reserve Fund
- Recreation Fund
- TABOR Reserve Fund

Debt Service Funds
- Debt Service (GO) Fund
- Debt Service (SID) Fund
- Surplus & Deficiency Fund

Capital Project Funds
- Bond Proceeds Fund
- Building Repair Fund
- Capital Projects Fund

Enterprise Funds
- Golf Courses Fund
- Wastewater Fund
- Water Fund

Internal Service Funds
- Fleet Management Fund
- Print Shop Fund
- Risk Management Fund



GENERAL FUND SUMMARY

	2006 Actual**	2007 Actual	2008 Projection	2009 Adopted
Sources and Uses of Funds				
Sources of Funds				
Revenues	$ 229,355,832	$ 235,895,018	$ 231,361,951	$ 241,531,362
Transfers In (from other funds)	4,628,808	2,947,700	3,072,994	4,773,778
Revenue Change from Adds/Cuts	-	-		
Transfers In Change from Adds/Cuts	-	-		
From Decrease in Reserves & Designated Funds Available	306,719	3,191,201	3,923,051	95,460
Total Sources Before Decrease in Funds Available	**$ 234,291,359**	**$ 242,033,919**	**$ 238,357,996**	**$ 246,400,600**
From Decrease in Undesignated Funds Available	1,068,515	-	-	-
Total Sources	**$ 235,359,874**	**$ 242,033,919**	**$ 238,357,996**	**$ 246,400,600**
Uses of Funds				
Expenditures*	$ 187,869,837	$ 205,271,803	$ 207,280,364	$ 212,316,983
Transfers Out (to other funds)	43,054,995	36,607,820	31,077,632	34,083,617
2009 Adds	-	-	-	
2009 Cuts	-	-	-	
To Increase Reserves & Designated Funds Available	4,435,042	154,296	-	-
Total Uses Before Increase in Funds Available	**$ 235,359,874**	**$ 242,033,919**	**$ 238,357,996**	**$ 246,400,600**
To Increase Undesignated Funds Available	-	-	-	-
Total Uses	**$ 235,359,874**	**$ 242,033,919**	**$ 238,357,996**	**$ 246,400,600**
Changes in Unreserved & Undesignated Funds Available				
Beginning Unreserved & Undesignated Funds Available	**$ 1,068,515**	**$ -**	**$ -**	**$ -**
Revenues & Other Sources	234,291,359	242,033,919	238,357,996	246,400,600
Expenditures & Other Uses	(235,359,874)	(242,033,919)	(238,357,996)	(246,400,600)
Net Change in Unreserved & Undesignated Funds Available	**$ (1,068,515)**	**$ -**	**$ -**	**$ -**
Ending Unreserved & Undesignated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Changes in Reserved & Designated Funds Available				
Beginning Reserved & Designated Funds Available	**$ 8,493,780**	**$ 12,622,103**	**$ 9,585,198**	**$ 5,662,147**
Decreases in Reserved & Designated	(306,719)	(3,191,201)	(3,923,051)	(95,460)
Increases in Reserved & Designated	4,435,042	154,296	-	-
Net Change in Reserved & Designated Funds Available	**$ 4,128,323**	**$ (3,036,905)**	**$ (3,923,051)**	**$ (95,460)**
Ending Reserved & Designated Funds Available	**$ 12,622,103**	**$ 9,585,198**	**$ 5,662,147**	**$ 5,566,687**
Total Ending Funds Available				
Total Beginning Funds Available	**$ 9,562,295**	**$ 12,622,103**	**$ 9,585,198**	**$ 5,662,147**
Changes in Unreserved & Undesignated Funds Available	(1,068,515)	-	-	-
Changes in Reserved & Designated Funds Available	4,128,323	(3,036,905)	(3,923,051)	(95,460)
Net Change in Funds Available	**$ 3,059,808**	**$ (3,036,905)**	**$ (3,923,051)**	**$ (95,460)**
Total Ending Funds Available	**$ 12,622,103**	**$ 9,585,198**	**$ 5,662,147**	**$ 5,566,687**

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

** The 2006 and 2007 revenue shown in the fund summary do not match the CAFR as $498,392 in FEMA reimbursement for snow removal are shown as 2006 revenue in the CAFR and 2007 revenue in this fund summary. In addition, the 2006 Revenue in the fund summary is less than the CAFR by a net $274,329 as $349,329 in vehicle auction proceeds that was budgeted to go into the Fleet Management fund was entered into the General Fund and a budgeted $75,000 transfer from the Fleet Management Fund to the General Fund was not done until 2007.

GENERAL FUND DETAIL

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Beginning Reserved & Designated Funds Available				
Operating Reserve	$ 8,187,061	$ 9,430,902	$ 9,585,198	$ 5,662,147
Funds Available Transfer to Development Review Fund	-	-	-	-
Funds for deferred sick leave payment in 2006	306,719	-	-	-
TABOR Reserve repayment	-	1,101,201	-	-
Designation for One-Time Fleet Purchases	-	2,090,000	-	-
Total Beginning Reserved & Designated Funds Available	**$ 8,493,780**	**$ 12,622,103**	**$ 9,585,198**	**$ 5,662,147**
Decreases (Uses) of Reserved & Designated Funds Available				
Operating Reserve	$ -	$ -	$ 3,923,051	$ 95,460
Funds Available Transfer to Development Review Fund	-	-	-	-
Funds for deferred sick leave payment in 2006	306,719	-	-	-
TABOR Reserve repayment	-	1,101,201	-	-
Designation for One-Time Fleet Purchases	-	2,090,000		
Total Decreases in Reserved & Designated Funds Available	**$ 306,719**	**$ 3,191,201**	**$ 3,923,051**	**$ 95,460**
Increases of Reserved & Designated Funds Available				
Operating Reserve	$ 1,243,841	$ 154,296	$ -	
Funds Available Transfer to Development Review Fund	-	-		-
Funds for deferred sick leave payment in 2006	-	-	-	-
TABOR Reserve repayment	1,101,201	-	-	-
Designation for One-Time Fleet Purchases	2,090,000	-	-	-
Total Increases in Reserved & Designated Funds Available	**$ 4,435,042**	**$ 154,296**	**$ -**	**$ -**
Ending Reserved & Designated Funds Available				
Operating Reserve	$ 9,430,902	$ 9,585,198	$ 5,662,147	$ 5,566,687
Funds Available Transfer to Development Review Fund	-	-	-	-
Funds for deferred sick leave payment in 2006	-	-	-	-
TABOR Reserve repayment	1,101,201	-	-	-
Designation for One-Time Fleet Purchases	2,090,000	-	-	-
Total Ending Reserved & Designated Funds Available	**$ 12,622,103**	**$ 9,585,198**	**$ 5,662,147**	**$ 5,566,687**

Revenue and Expenditure Detail by Category				
Revenue				
Taxes	$ 199,269,030	$ 204,693,644	$ 201,090,768	$ 210,627,064
Charges for Services	5,741,311	6,979,481	7,743,930	7,792,531
Fines and Forfeitures	6,223,958	6,836,170	6,670,583	6,972,101
Intergovernmental	11,103,421	11,298,499	10,828,879	10,754,074
Licenses & Permits	4,758,928	2,742,651	2,457,703	3,051,103
Other Revenues	2,259,184	3,344,573	2,570,088	2,334,489
Total Revenues	**$ 229,355,832**	**$ 235,895,018**	**$ 231,361,951**	**$ 241,531,362**
Expenditures				
Personal Services	$ 143,923,820	$ 153,079,218	$ 161,261,184	$ 166,119,585
Supplies & Services	30,230,397	34,209,491	31,298,688	30,809,867
Interfund Charges	10,290,188	11,772,584	12,691,205	13,598,040
Debt Related	611,775	1,071,895	1,009,047	1,327,895
Capital Related	2,813,657	5,138,615	1,020,240	461,596
Total Expenditures*	**$ 187,869,837**	**$ 205,271,803**	**$ 207,280,364**	**$ 212,316,983**

General Fund

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.

For 2007, revenues, excluding transfers, increased $6.5 million (2.8 percent), with the majority of the growth in sales tax (up $4.5 million, or 3.8 percent). Offsetting these increases are significant decreases in revenue related to building, such as construction permits, which decreased $2.2 million (66.7 percent) from 2006, and building materials use tax decreased 1.9 million (13.4 percent). Transfers in reported a $1.6 million (36.3 percent) decrease primarily due to a $1.1 million TABOR fund transfer that was used to fund snow removal efforts in 2006 not recurring. Expenditures, excluding transfers, increased $17.4 million (9.3 percent) in 2007. Personal services saw most of the increase, up $9.2 million (6.4 percent) over 2006, primarily due to pay increases and the additional 55.9 FTE that were added in that year. Supplies and services increased $4.0 million (13.2 percent), primarily due to increases in utilities. Interfund charges increased $1.5 million (14.4 percent) due to increased risk, fuel and repair costs. Capital related expenditures increased $2.3 million (82.6 percent) with the majority of due to the purchase of additional fleet vehicles. Fleet replacement was also the primary factor in the $460,100 (75.2 percent) increase in debt lease costs. Transfers out decreased $6.4 million (15.0 percent) primarily due to a lower Capital Projects Fund Transfer and a decrease in incentive-related transfers. Offsetting this decrease is the repayment of the $1.1 million TABOR Reserve loan from 2006 and a $623,100 transfer to the Policy Reserve Fund. These transfers, additional snow removal funding, and $2.1 million of one-time fleet purchases are the primary factors in the $3.0 million (24.1 percent) decrease in funds available.

For 2008, projected revenues, excluding transfers, is projected to decrease $4.5 million (1.9 percent), primarily due to significant decreases in construction-related revenue streams, such as building materials use tax and construction permits. Building Materials Use Tax alone is projected to decrease $6.1 million (52.8 percent). Sales tax, which was budgeted to grow at 3.0 percent, is projected to grow only $0.9 million (0.7 percent) due to poor economic conditions. Property tax, due to a significant reassessment, is projected to increase $1.7 million (7.3 percent) from 2007. Transfers in are expected to remain relatively unchanged from 2007 to 2008. Expenditures, excluding transfers, are projected to increase $2.0 million (1.0 percent) over 2007. Personal services expenditures are projected to increase $8.2 million (5.3 percent), primarily due to a 3.5 percent pay increase and a $2.2 million (17.5 percent) increase in total health insurance costs, as significantly more employees obtained health insurance through the City than in prior years. Interfund charges are expected to increase $0.9 million (7.8 percent) due primarily to higher fuel costs. Supplies and services costs are expected to decrease $2.9 million (8.5 percent) due to one-time snow removal costs not recurring, and a general decrease in supplies and services spending associated with mid-year savings efforts. A $4.1 million (80.1 percent) decrease in capital related expenditures is primarily due to one-time costs savings efforts associated with a reduction in fleet purchases. Transfers out are decreasing $5.5 million (15.1 percent), almost entirely due to a decreased capital projects fund transfer associated with declining capital revenue mentioned above. In total, $3.9 million (40.9 percent) of funds available will be used in 2008.

The 2009 adopted revenue budget, excluding transfers, is projected to increase $10.2 million (4.4 percent), with over 90 percent of the year-to-year increase coming from the taxes category. A $3.1 million (2.5 percent) increase in sales tax revenue is included in this increase. Included in this increase is the effect of a new retail center, CornerStar. Building material use tax is projected to increase $4.0 million (74.4 percent) due to a mid-2009 turn-around in the construction industry, an assumption that was noted early in 2008. Property tax, which is re-assessed every other year, is projected to increase $0.6 million (2.2 percent) in a non-reassessment year. Transfers in are projected to increase $1.7 million (55.3 percent) primiarily due to one-time transfers of revenue from the Risk Fund and the Policy Reserve Fund, among others. The adopted expenditure budget for 2009 results in a $5.0 million (2.4 percent) increase over 2008 excluding transfers but including amendments mentioned in more detail below. Personal services expenditures are projected to increase $4.9 million (3.0 percent), primarily due to a 2.0 percent pay increase, a $1.2 million (8.4 percent) increase in total health insurance costs, and additional 2 per 1000 and civil service step and grade costs, offset by $5.0 million in personal services cuts. Supplies and services costs are expected to decrease $488,800 (1.6 percent) due to expected decreases in snow removal costs, reductions in street maintenance, and the one-year hiatus for PC replacement. Interfund charges are expected to increase $0.9 million (7.2 percent) due primarily to higher fuel costs. Capital related costs are anticipated to decrease $0.6 million (54.8 percent) due to additional fleet purchase reductions. Debt is increasing $319,000 (31.6 percent) due to the increases of leases for heavy equipment. Transfers out are increasing $3.0 million (9.7 percent), primarily due to an additional $1.8 million Capital Projects Fund transfer and a $0.6 million transfer of funds available to the Development Review Fund to pay for costs incurred in the Development Review Fund in the past. The 0.5 percent efficiency factor that was built in the 2008 budget, continues into the 2009 budget. Detail behind the amendments can be found in the Department Pages in section G and in Attachment 7 in the Summary Information section.

The 2009 funds available for the General Fund will decrease $95,500 (1.7 percent) from 2008 to 2009. The entire amount of remaining funds available ($5.6 million) is designated as an operating reserve, which will stand at 2.3 percent of General Fund revenue as of year-end 2009. This amount is within the 1-3 percent financial policy range. The long-range outlook for the General Fund is addressed in a separate section of this budget document.

ABATEMENT FUND SUMMARY

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Sources and Uses of Funds				
Sources of Funds				
Revenue	$ 586,854	$ 1,003,752	$ 1,011,625	$ 955,875
Transfers In (from other funds)	-	-	-	-
From Decrease in Reserves & Designated Funds Available	-	26,363	103,155	254,151
Total Sources Before Decrease in Funds Available	**$ 586,854**	**$ 1,030,115**	**$ 1,114,780**	**$ 1,210,026**
From Decrease in Undesignated Funds Available	-	-	132,537	-
Total Sources	**$ 586,854**	**$ 1,030,115**	**$ 1,247,317**	**$ 1,210,026**
Uses of Funds				
Expenditures *	$ 361,457	$ 662,603	$ 993,166	$ 1,210,026
To Increase Reserves & Designated Funds Available	26,363	103,155	254,151	-
Total Uses Before Increase in Funds Available	**$ 387,820**	**$ 765,758**	**$ 1,247,317**	**$ 1,210,026**
To Increase Undesignated Funds Available	199,034	264,358	-	-
Total Uses	**$ 586,854**	**$ 1,030,115**	**$ 1,247,317**	**$ 1,210,026**
Changes in Unreserved & Undesignated Funds Available				
Beginning Unreserved & Undesignated Funds Available	**$ 455,969**	**$ 655,003**	**$ 919,361**	**$ 786,824**
Revenue & Other Sources	586,854	1,030,115	1,114,780	1,210,026
Expenditures & Other Uses	(387,820)	(765,758)	(1,247,317)	(1,210,026)
Net Changes in Unreserved & Undesignated Funds Available	**$ 199,034**	**$ 264,358**	**$ (132,537)**	**$ -**
Ending Unreserved & Undesignated Funds Available	**$ 655,003**	**$ 919,361**	**$ 786,824**	**$ 786,824**
Changes in Reserved & Designated Funds Available				
Beginning Reserved & Designated Funds Available	**$ -**	**$ 26,363**	**$ 103,155**	**$ 254,151**
Decreases in Reserved & Designated	-	(26,363)	(103,155)	(254,151)
Increases in Reserved & Designated	26,363	103,155	254,151	-
Net Changes in Reserved & Designated Funds Available	**$ 26,363**	**$ 76,792**	**$ 150,996**	**$ (254,151)**
Ending Reserved & Designated Funds Available	**$ 26,363**	**$ 103,155**	**$ 254,151**	**$ -**
Total Ending Funds Available				
Total Beginning Funds Available	**$ 455,969**	**$ 681,366**	**$ 1,022,516**	**$ 1,040,975**
Changes in Unreserved & Undesignated Funds Available	199,034	264,358	(132,537)	-
Changes in Reserved & Designated Funds Available	26,363	76,792	150,996	(254,151)
Net Changes in Funds Available	**$ 225,397**	**$ 341,150**	**$ 18,459**	**$ (254,151)**
Total Ending Funds Available	**$ 681,366**	**$ 1,022,516**	**$ 1,040,975**	**$ 786,824**

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

ABATEMENT FUND DETAIL

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Reserved & Designated Funds Available Detail				
Beginning Reserved & Designated Funds Available				
Designations	$ -	$ 26,363	$ 103,155	$ 254,151
Total Beginning Reserved & Designated Funds Available	**$ -**	**$ 26,363**	**$ 103,155**	**$ 254,151**
Decreases (Uses) of Reserved & Designated Funds Available				
Designations	$ -	$ 26,363	$ 103,155	$ 254,151
Total Decreases in Reserved & Designated Funds Available	**$ -**	**$ 26,363**	**$ 103,155**	**$ 254,151**
Increases of Reserved & Designated Funds Available				
Designations	$ 26,363	$ 103,155	$ 254,151	$ -
Total Increases in Reserved & Designated Funds Available	**$ 26,363**	**$ 103,155**	**$ 254,151**	**$ -**
Ending Reserved & Designated Funds Available				
Designations	$ 26,363	$ 103,155	$ 254,151	$ -
Total Ending Reserved & Designated Funds Available	**$ 26,363**	**$ 103,155**	**$ 254,151**	**$ -**

Revenue & Expenditure Detail by Category				
Revenue				
Charges for Services	$ 573,917	$ 983,700	$ 997,561	$ 941,875
Other Revenue	12,937	20,052	14,064	14,000
Total Revenue	**$ 586,854**	**$ 1,003,752**	**$ 1,011,625**	**$ 955,875**
Expenditures				
Personal Services	$ 50,202	$ 66,234	$ 296,106	$ 474,323
Supplies & Services	309,056	593,681	627,029	720,140
Interfund Charges	2,199	2,688	18,903	15,563
Capital Related	-	-	51,128	-
Total Expenditures	**$ 361,457**	**$ 662,603**	**$ 993,166**	**$ 1,210,026**

ABATEMENT FUND

	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Long Range Outlook							
Revenue	$ 1,003,752	$ 1,011,625	$ 955,875	$ 735,912	$ 547,246	$ 459,611	$ 456,106
Expenditures - Operating	662,603	942,038	1,210,026	1,086,713	751,336	547,217	540,438
Expenditures - Capital	-	51,128	-	-	-	-	-
Surplus / (Deficit)	**$ 341,150**	**$ 18,459**	**$ (254,151)**	**$ (350,801)**	**$ (204,090)**	**$ (87,606)**	**$ (84,331)**
Beginning Funds Available	$ 681,366	$ 1,022,516	$ 1,040,975	$ 786,824	$ 436,023	$ 231,933	$ 144,327
Inc/(Dec) in Funds Available	341,150	18,459	(254,151)	(350,801)	(204,090)	(87,606)	(84,331)
Ending Funds Available	**$ 1,022,516**	**$ 1,040,975**	**$ 786,824**	**$ 436,023**	**$ 231,933**	**$ 144,327**	**$ 59,996**

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 private 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.

In 2007, revenue increased $416,900 (71.0 percent). The rise in revenue is related to the increase in the foreclosure rate. As the rate of foreclosures rose, the number of property abatements and subsequent service charge revenue increased. A $103,155 designation was created because of a predicted use of fund balance in 2007; however, because revenue was greater than anticipated, the balance was returned to undesignated funds available in 2008. Expenditures increased $301,100 (83.3 percent) due primarily to increased spending in supplies and services as a result of the increased abatements, for which Neighborhood Services requested a fall supplemental. In spite of significant increases in expenditures, funds available increased $341,150 (50.1 percent) in 2007 as a result of increased revenue.

In 2008, revenue is expected to remain near 2007 levels, with an increase of $7,900 (0.8 percent). The sustained revenue is directly linked to the continued high rate of foreclosures and subsequent need for abatements. Expenditures are expected to increase by $330,600 (49.9 percent). This projection includes the 2008 Spring Supplemental, which increased spending authority by $323,600 and transferred 1.0 FTE Code Enforcement Inspector from the General Fund. The net effect of the higher anticipated revenue and rising costs will be a projected increase of $18,500 (1.8 percent) in funds available.

In 2009, revenue is expected to decrease $55,800 (5.5 percent) over 2008 as the fund projects a decrease in the number of abatements. Total expenditures are projected to increase $216,900 (21.8 percent), primarily due to an increase of $178,200 (60.2 percent) in personal services as a result of vacancy savings in 2008 that are not expected to recur in 2009 and the transfer of 1.0 FTE Code Enforcement Inspector from the General Fund. The net effect of the decreased revenue and increased expenditures will be a projected use of fund balance of $254,200 (24.4 percent). A designation for this amount has been reserved for use in 2009.

Expenditures in 2010-2013 are projected to decrease as the number of abatements continues to decrease with a projected reduction in foreclosure rates. Revenue is also expected to decrease in 2010-2013 as the economy improves and foreclosures decline. The contracts for the Vacant Property Coordinator and two Code Enforcement Inspectors are anticipated to end in 2010 and funding for the positions is removed from the long-range outlook beginning in 2011. The outlook also assumes that the two Code Enforcement Inspectors transferred to the Abatement Fund from the General Fund in 2008 and 2009 will be transferred back to the General Fund in 2012. The long-term projections indicate declining funds available; additional cost reductions will be considered to ensure that an acceptable fund balance is maintained.

ARAPAHOE COUNTY OPEN SPACE FUND SUMMARY

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Sources and Uses of Funds				
Sources of Funds				
Revenues	$ 5,263,357	$ 5,627,297	$ 6,067,937	$ 5,825,220
Transfers In (from other funds)	-	-	-	-
From Decrease in Reserves & Designated Funds Available	865,581	2,023,937	-	1,228,439
Total Sources Before Decrease in Funds Available	**$ 6,128,938**	**$ 7,651,234**	**$ 6,067,937**	**$ 7,053,659**
From Decrease in Undesignated Funds Available	1,513,690	-	248,382	-
Total Sources	**$ 7,642,628**	**$ 7,651,234**	**$ 6,316,319**	**$ 7,053,659**
Uses of Funds				
Expenditures *	$ 5,618,691	$ 7,326,005	$ 5,087,880	$ 7,053,659
Transfers Out (to other funds)	-	-	-	-
To Increase Reserves & Designated Funds Available	2,023,937	-	1,228,439	-
Total Uses Before Increase in Funds Available	**$ 7,642,628**	**$ 7,326,005**	**$ 6,316,319**	**$ 7,053,659**
To Increase Undesignated Funds Available	-	325,229	-	-
Total Uses	**$ 7,642,628**	**$ 7,651,234**	**$ 6,316,319**	**$ 7,053,659**
Changes in Unreserved & Undesignated Funds Available				
Beginning Unreserved & Undesignated Funds Available	**$ 1,662,977**	**$ 149,287**	**$ 474,516**	**$ 226,134**
Revenues & Other Sources	6,128,938	7,651,234	6,067,937	7,053,659
Expenditures & Other Uses	(7,642,628)	(7,326,005)	(6,316,319)	(7,053,659)
Net Changes in Unreserved & Undesignated Funds Available	**$ (1,513,690)**	**$ 325,229**	**$ (248,382)**	**$ -**
Ending Unreserved & Undesignated Funds Available	**$ 149,287**	**$ 474,516**	**$ 226,134**	**$ 226,134**
Changes in Reserved & Designated Funds Available				
Beginning Reserved & Designated Funds Available	**$ 865,581**	**$ 2,023,937**	**$ -**	**$ 1,228,439**
Decreases in Reserved & Designated	(865,581)	(2,023,937)	-	(1,228,439)
Increases in Reserved & Designated	2,023,937	-	1,228,439	-
Net Changes in Reserved & Designated Funds Available	**$ 1,158,356**	**$ (2,023,937)**	**$ 1,228,439**	**$ (1,228,439)**
Ending Reserved & Designated Funds Available**	**$ 2,023,937**	**$ -**	**$ 1,228,439**	**$ -**
Total Ending Funds Available				
Total Beginning Funds Available	**$ 2,528,558**	**$ 2,173,224**	**$ 474,516**	**$ 1,454,573**
Changes in Unreserved & Undesignated Funds Available	(1,513,690)	325,229	(248,382)	-
Changes in Reserved & Designated Funds Available	1,158,356	(2,023,937)	1,228,439	(1,228,439)
Net Changes in Funds Available	**$ (355,334)**	**$ (1,698,708)**	**$ 980,057**	**$ (1,228,439)**
Total Ending Funds Available	**$ 2,173,224**	**$ 474,516**	**$ 1,454,573**	**$ 226,134**

* Expenditures exclude prior year's carryovers, if applicable.
** Reservations and Designations differ from the CAFR in 2007.

ARAPAHOE COUNTY OPEN SPACE FUND DETAIL

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Reserved & Designated Funds Available Detail				
Beginning Reserved & Designated Funds Available				
Reserved for Planned Future Use	$ 865,581	$ 2,023,937	$ -	$ 1,228,439
Total Beginning Reserved & Designated Funds Available	**$ 865,581**	**$ 2,023,937**	**$ -**	**$ 1,228,439**
Decreases (Uses) of Reserved & Designated Funds Available				
Reserved for Planned Future Use	$ 865,581	$ 2,023,937	$ -	$ 1,228,439
Total Decreases in Reserved & Designated Funds Available	**$ 865,581**	**$ 2,023,937**	**$ -**	**$ 1,228,439**
Increases of Reserved & Designated Funds Available				
Reserved for Planned Future Use	$ 2,023,937	$ -	$ 1,228,439	$ -
Total Increases in Reserved & Designated Funds Available	**$ 2,023,937**	**$ -**	**$ 1,228,439**	**$ -**
Ending Reserved & Designated Funds Available				
Reserved for Planned Future Use	$ 2,023,937	$ -	$ 1,228,439	$ -
Total Ending Reserved & Designated Funds Available	**$ 2,023,937**	**$ -**	**$ 1,228,439**	**$ -**

Revenue & Expenditure Detail				
Revenues				
Intergovernmental	$ 5,096,336	$ 5,364,504	$ 5,784,497	$ 5,553,117
Interest Earnings	167,021	262,793	283,440	272,103
Total Revenues	**$ 5,263,357**	**$ 5,627,297**	**$ 6,067,937**	**$ 5,825,220**
Expenditures				
Personal Services	$ 754,907	$ 1,083,202	$ 1,436,331	$ 1,644,588
Supplies & Services	112,656	177,037	153,107	199,738
Interfund Charges	-	-	-	5,000
Debt Related	1,199,665	1,177,674	1,233,613	1,234,663
Capital Related	50,818	508,949	(1,084)	210,300
Capital Projects (Continuing Appropriation)	3,500,645	4,379,143	2,265,913	3,759,370
Total Expenditures	**$ 5,618,691**	**$ 7,326,005**	**$ 5,087,880**	**$ 7,053,659**

ARAPAHOE COUNTY OPEN SPACE FUND

	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Long Range Outlook							
Revenues	$ 5,627,297	$ 6,067,937	$ 5,825,220	$ 5,941,725	$ 6,119,976	$ 6,334,176	$ 6,587,543
Expenditures - Operating	2,946,862	2,821,967	3,294,289	3,138,919	3,194,746	3,256,622	3,323,184
Expenditures - Capital	4,379,143	2,265,913	3,759,370	2,219,430	2,980,378	3,268,993	3,372,753
Surplus / (Deficit)	**$ (1,698,708)**	**$ 980,057**	**$ (1,228,439)**	**$ 583,376**	**$ (55,148)**	**$ (191,439)**	**$ (108,394)**
Beginning Funds Available	$ 2,173,224	$ 474,516	$ 1,454,573	$ 226,134	$ 809,510	$ 754,363	$ 562,924
Inc/(Dec) in Funds Available	(1,698,708)	980,057	(1,228,439)	583,376	(55,148)	(191,439)	(108,394)
Ending Funds Available	**$ 474,516**	**$ 1,454,573**	**$ 226,134**	**$ 809,510**	**$ 754,363**	**$ 562,924**	**$ 454,529**

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.

In 2007, total operating expenditures increased $828,800 (39.1 percent). This was due to increases in personal services and capital related expenditures. Personal services expenditures increased $328,300 (43.5 percent) due to an additional 8.75 FTE in the fund. This increase included maintenance workers, one-half of a ranger position, as well as administration positions. Capital related expenditures increased $458,100 (901.5 percent) as a result of one-time vehicle and equipment purchases. Capital project appropriations increased $878,500 (25.1 percent) for major projects including Signature Park road and site grading, Homestead Park, and Carson Street Pond Park. Aurora Reservoir Trail replacement was also funded in 2007 for $1.1 million. Total revenue increased $363,900 (6.9 percent) due to an increase in both receipts and interest earnings. Ending funds available decreased $1.7 million.

Total operating expenditures in 2008 are projected to decrease $124,900 (4.2 percent). This is a net result of a $353,100 (32.6 percent) increase in personal services expenditures offset by a $510,000 (100.2 percent) decrease in capital related expenditures. The personal services increase is due to planned pay increases, the filling of previously vacant positions, and the rising cost of health insurance as well as the addition of 1.1 FTE in the fund. The projected capital related expenditure decrease is due to the one-time 2007 vehicle and equipment purchases that will not recur in 2008. Capital project appropriations are planned to decrease $2.1 million (48.3 percent) due to fewer planned projects for 2008. Major projects include: East Quincy Highlands Neighborhood Park, Saddle Rock East Neighborhood Park, and Springhill Park. Revenue is expected to increase $440,600 (7.8 percent) due to an increase in tax receipts. Ending funds available are expected to increase $980,100.

In 2009, total operating expenditures are budgeted to increase $472,300 (16.7 percent). This is due to a budgeted $208,300 (14.5 percent) increase in personal services and a $211,400 increase in capital related expenditures. Personal services are expected to increase due to planned pay increases as well as the rising cost of health insurance, and increases in temporary compensation for the maintenance of new properties. Capital related expenditures are expected to increase as a result of new and replacement equipment. Capital project appropriations are planned to increase $1.5 million (66.0 percent). Major planned projects include Springhill Park.

Long term revenue considerations for the fund include the sunsetting of the Arapahoe County Open Space sales tax after 2013. A voter approval is necessary to continue this tax and revenue stream. 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. Major projects in the five-year spending plan include: Springhill Park, High Line Canal underpass, Kalispell Park, and trail and irrigation replacement. Playground renovations and court replacements continue throughout the five-year plan. The five-year plan is balanced.

BOND PROCEEDS FUND SUMMARY

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Sources and Uses of Funds				
Sources of Funds				
Revenues	$ 31,310	$ 32,379	$ 12,500	$ -
Transfers In (from other funds)	93,000	57,507	-	-
From Decrease in Reserves & Designated Funds Available	-	-	-	126,980
Total Sources Before Decrease in Funds Available	**$ 124,310**	**$ 89,886**	**$ 12,500**	**$ 126,980**
From Decrease in Undesignated Funds Available	275,518	-	114,480	-
Total Sources	**$ 399,828**	**$ 89,886**	**$ 126,980**	**$ 126,980**
Uses of Funds				
Expenditures *	$ 399,828	$ 7,278	$ -	$ 126,980
Transfers Out (to other funds)	-	-	-	-
To Increase Reserves & Designated Funds Available	-	-	126,980	-
Total Uses Before Increase in Funds Available	**$ 399,828**	**$ 7,278**	**$ 126,980**	**$ 126,980**
To Increase Undesignated Funds Available	-	82,608	-	-
Total Uses	**$ 399,828**	**$ 89,886**	**$ 126,980**	**$ 126,980**
Changes in Unreserved & Undesignated Funds Available				
Beginning Unreserved & Undesignated Funds Available	**$ 334,304**	**$ 58,786**	**$ 141,394**	**$ 26,914**
Revenues & Other Sources	124,310	89,886	12,500	126,980
Expenditures & Other Uses	(399,828)	(7,278)	(126,980)	(126,980)
Net Changes in Unreserved & Undesignated Funds Available	**$ (275,518)**	**$ 82,608**	**$ (114,480)**	**$ -**
Ending Unreserved & Undesignated Funds Available	**$ 58,786**	**$ 141,394**	**$ 26,914**	**$ 26,914**
Changes in Reserved & Designated Funds Available				
Beginning Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ 126,980**
Decreases in Reserved & Designated	-	-	-	(126,980)
Increases in Reserved & Designated	-	-	126,980	-
Net Changes in Reserved & Designated Funds Available	**$ -**	**$ -**	**$ 126,980**	**$ (126,980)**
Ending Reserved & Designated Funds Available	**$ -**	**$ -**	**$ 126,980**	**$ -**
Total Ending Funds Available				
Total Beginning Funds Available	**$ 334,304**	**$ 58,786**	**$ 141,394**	**$ 153,894**
Changes in Unreserved & Undesignated Funds Available	(275,518)	82,608	(114,480)	-
Changes in Reserved & Designated Funds Available	-	-	126,980	(126,980)
Net Changes in Funds Available	**$ (275,518)**	**$ 82,608**	**$ 12,500**	**$ (126,980)**
Total Ending Funds Available	**$ 58,786**	**$ 141,394**	**$ 153,894**	**$ 26,914**

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

BOND PROCEEDS FUND DETAIL

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Reserved & Designated Funds Available Detail				
Beginning Reserved & Designated Funds Available				
Future Projects	$ -	$ -	$ -	$ 126,980
Total Beginning Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ 126,980**
Decreases (Uses) of Reserved & Designated Funds Available				
Future Projects	$ -	$ -	$ -	$ 126,980
Total Decreases in Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ 126,980**
Increases of Reserved & Designated Funds Available				
Future Projects	$ -	$ -	$ 126,980	$ -
Total Increases in Reserved & Designated Funds Available	**$ -**	**$ -**	**$ 126,980**	**$ -**
Ending Reserved & Designated Funds Available				
Future Projects	$ -	$ -	$ 126,980	$ -
Total Ending Reserved & Designated Funds Available	**$ -**	**$ -**	**$ 126,980**	**$ -**

Revenue & Expenditure Detail by Category				
Revenues				
Intergovernmental	$ -	$ -	$ -	$ -
Debt Related	-	-	-	-
Other Revenues	31,310	32,379	12,500	-
Total Revenues	**$ 31,310**	**$ 32,379**	**$ 12,500**	**$ -**
Expenditures				
Supplies & Services	$ -	$ -	$ -	$ -
Capital Projects (Continuing Appropriation)	399,828	7,278	-	126,980
Total Expenditures	**$ 399,828**	**$ 7,278**	**$ -**	**$ 126,980**

BOND PROCEEDS FUND

	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Long Range Outlook							
Revenues	$ 89,886	$ 12,500	$ -	$ 1,009	$ 1,117	$ 1,162	$ 1,208
Expenditures - Operating	-	-	-	-	-	-	-
Expenditures - Capital	7,278	-	126,980	-	-	-	-
Surplus / (Deficit)	**$ 82,608**	**$ 12,500**	**$ (126,980)**	**$ 1,009**	**$ 1,117**	**$ 1,162**	**$ 1,208**
Beginning Funds Available	$ 58,786	$ 141,394	$ 153,894	$ 26,914	$ 27,923	$ 29,040	$ 30,202
Inc/(Dec) in Funds Available	82,608	12,500	(126,980)	1,009	1,117	1,162	1,208
Ending Funds Available	**$ 141,394**	**$ 153,894**	**$ 26,914**	**$ 27,923**	**$ 29,040**	**$ 30,202**	**$ 31,410**

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 2006, funds available decreased as Parks & Open Space appropriated a portion of fund balance for several projects. The 2006 Parks projects included work on Havana West and the Aurora Sports Park. Fund balance increased in 2007 due primarily to transfers of interest income. Appropriation of $5,200 of interest on the Series 2000 bonds were for the Sports Park and the remaining $2,100 of appropriation was for library book stock.

In 2008, the only activity is the accrual of $12,500 of interest earnings. In 2009, $127,000 will be used for Red-Tailed Hawk Park. There currently is no plan for the remaining $26,900 of bond proceeds. Interest earnings in 2010 through 2013 contribute to small increases in fund balance.

BUILDING REPAIR FUND SUMMARY

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Sources and Uses of Funds				
Sources of Funds				
Revenues	$ 75,489	$ 88,538	$ 65,000	$ 65,000
Transfers In (from other funds)	2,358,800	2,133,800	1,858,800	1,858,800
From Decrease in Reserves & Designated Funds Available	-	-	8,786	-
Total Sources Before Decrease in Funds Available	**$ 2,434,289**	**$ 2,222,338**	**$ 1,932,586**	**$ 1,923,800**
From Decrease in Undesignated Funds Available	382,284	60	-	-
Total Sources	**$ 2,816,573**	**$ 2,222,398**	**$ 1,932,586**	**$ 1,923,800**
Uses of Funds				
Expenditures *	$ 2,816,573	$ 2,213,612	$ 1,932,586	$ 1,905,591
Transfers Out (to other funds)	-	-	-	18,209
To Increase Reserves & Designated Funds Available	-	8,786	-	-
Total Uses Before Increase in Funds Available	**$ 2,816,573**	**$ 2,222,398**	**$ 1,932,586**	**$ 1,923,800**
To Increase Undesignated Funds Available	-	-	-	-
Total Uses	**$ 2,816,573**	**$ 2,222,398**	**$ 1,932,586**	**$ 1,923,800**
Changes in Unreserved & Undesignated Funds Available				
Beginning Unreserved & Undesignated Funds Available	**$ 481,447**	**$ 99,163**	**$ 99,103**	**$ 99,103**
Revenues & Other Sources	2,434,289	2,222,338	1,932,586	1,923,800
Expenditures & Other Uses	(2,816,573)	(2,222,398)	(1,932,586)	(1,923,800)
Net Changes in Unreserved & Undesignated Funds Available	**$ (382,284)**	**$ (60)**	**$ -**	**$ -**
Ending Unreserved & Undesignated Funds Available	**$ 99,163**	**$ 99,103**	**$ 99,103**	**$ 99,103**
Changes in Reserved & Designated Funds Available				
Beginning Reserved & Designated Funds Available	**$ -**	**$ -**	**$ 8,786**	**$ -**
Decreases in Reserved & Designated	-	-	(8,786)	-
Increases in Reserved & Designated	-	8,786	-	-
Net Changes in Reserved & Designated Funds Available	**$ -**	**$ 8,786**	**$ (8,786)**	**$ -**
Ending Reserved & Designated Funds Available	**$ -**	**$ 8,786**	**$ -**	**$ -**
Total Ending Funds Available				
Total Beginning Funds Available	**$ 481,447**	**$ 99,163**	**$ 107,889**	**$ 99,103**
Changes in Unreserved & Undesignated Funds Available	(382,284)	(60)	-	-
Changes in Reserved & Designated Funds Available	-	8,786	(8,786)	-
Net Changes in Funds Available	**$ (382,284)**	**$ 8,726**	**$ (8,786)**	**$ -**
Total Ending Funds Available	**$ 99,163**	**$ 107,889**	**$ 99,103**	**$ 99,103**

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

BUILDING REPAIR FUND DETAIL

	2006 Actual	2007 Actual	2008 Projected	2009 Adopted
Reserved & Designated Funds Available Detail				
Beginning Reserved & Designated Funds Available				
Designated for Future Projects	$ -	$ -	$ 8,786	$ -
Total Beginning Reserved & Designated Funds Available	**$ -**	**$ -**	**$ 8,786**	**$ -**
Decreases (Uses) of Reserved & Designated Funds Available				
Designated for Future Projects	$ -	$ -	$ 8,786	$ -
Total Decreases in Reserved & Designated Funds Available	**$ -**	**$ -**	**$ 8,786**	**$ -**
Increases of Reserved & Designated Funds Available				
Designated for Future Projects	$ -	$ 8,786	$ -	$ -
Total Increases in Reserved & Designated Funds Available	**$ -**	**$ 8,786**	**$ -**	**$ -**
Ending Reserved & Designated Funds Available				
Designated for Future Projects	$ -	$ 8,786	$ -	$ -
Total Ending Reserved & Designated Funds Available	**$ -**	**$ 8,786**	**$ -**	**$ -**

Revenue & Expenditure Detail by Category				
Revenues				
Charges for Services	$ 37,000	$ 45,000	$ 45,000	$ 45,000
Other Revenues	38,489	43,538	20,000	20,000
Total Revenues	**$ 75,489**	**$ 88,538**	**$ 65,000**	**$ 65,000**
Expenditures				
Capital Projects (Continuing Appropriation)	$ 2,816,573	$ 2,213,612	$ 1,932,586	$ 1,905,591
Total Expenditures	**$ 2,816,573**	**$ 2,213,612**	**$ 1,932,586**	**$ 1,905,591**

BUILDING REPAIR FUND

	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Long Range Outlook							
Revenues	$ 2,222,338	$ 1,923,800	$ 1,923,800	$ 1,923,800	$ 1,923,800	$ 1,923,800	$ 1,923,800
Expenditures - Operating	-	-	18,209	-	-	-	-
Expenditures - Capital	2,213,612	1,932,586	1,905,591	1,937,791	1,918,043	1,933,504	1,939,184
Surplus / (Deficit)	**$ 8,726**	**$ (8,786)**	**$ -**	**$ (13,991)**	**$ 5,757**	**$ (9,704)**	**$ (15,384)**
Beginning Funds Available	$ 99,163	$ 107,889	$ 99,103	$ 99,103	$ 85,112	$ 90,869	$ 81,165
Inc/(Dec) in Funds Available	8,726	(8,786)	-	(13,991)	5,757	(9,704)	(15,384)
Ending Funds Available	**$ 107,889**	**$ 99,103**	**$ 99,103**	**$ 85,112**	**$ 90,869**	**$ 81,165**	**$ 65,781**

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.

Building Repair Fund Revenues decreased by $212,000 between 2006 and 2007. This is due primarily to a decrease in the transfer from the Capital Projects Fund. Projects in 2007 included fire station remodels and Phase Three of the AMC campus mechanical/electrical systems repair and upgrade.

In 2008, revenues are projected to decline by $298,500 from the 2007 level due to the reduction of a one-time transfer from the Capital Projects Fund. Ending fund balances remain adequate to fund unexpected minor repairs. Major unexpected repairs will require additional contributions from other funds or realignment of projects. Major projects projected in 2008 include Phase Four of the AMC Campus mechanical systems upgrade, the Meadow Hills Pool repair, renovation of the Senior Center, fire station remodels, several HVAC projects, historic site renovations, electrical upgrades and repairs, and several roof repairs.

Adopted expenditures in 2009 total $1.9 million. Major projects included in the 2009 plan include Phase Five of the AMC campus mechanical and electrical systems upgrade, the remodel of Fire Station 8, construction of a training room at the Police firing range, and replacement of HVAC systems at Utah Pool. An additional expenditure of $18,200 will be transferred to assist in balancing the General Fund.

For the long-term, revenues are projected to remain constant and will rely primarily 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, and additional funding for projects at the Beck Recreation Center. Funds remain available in all years of the five-year plan. The five-year Building Repair Fund program detail can be found in the capital appendix.

CAPITAL PROJECTS FUND SUMMARY

	2006 Actual	2007 Actual	2008 Projected	2009 Adopted
Sources and Uses of Funds				
Sources of Funds				
Revenues	$ 5,112,312	$ 4,876,104	$ 8,966,798	$ 3,664,687
Transfers In From General Fund	22,637,894	17,099,684	13,638,623	17,068,974
From Decrease in Reserves & Designated Funds Available	-	7,007,299	7,409,897	3,673,089
Total Sources Before Decrease in Funds Available	**$ 27,750,206**	**$ 28,983,087**	**$ 30,015,318**	**$ 24,406,750**
From Decrease in Undesignated Funds Available	-	-	-	-
Total Sources	**$ 27,750,206**	**$ 28,983,087**	**$ 30,015,318**	**$ 24,406,750**
Uses of Funds				
Expenditures *	$ 17,545,368	$ 23,459,078	$ 26,032,048	$ 20,682,744
Transfers Out (to other funds)	3,643,171	4,101,307	3,983,270	3,724,006
To Increase Reserves & Designated Funds Available	6,561,667	1,422,702	-	-
Total Uses Before Increase in Funds Available	**$ 27,750,206**	**$ 28,983,087**	**$ 30,015,318**	**$ 24,406,750**
To Increase Undesignated Funds Available	-	-	-	-
Total Uses	**$ 27,750,206**	**$ 28,983,087**	**$ 30,015,318**	**$ 24,406,750**
Changes in Unreserved & Undesignated Funds Available				
Beginning Unreserved & Undesignated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Revenues & Other Sources	27,750,206	28,983,087	30,015,318	24,406,750
Expenditures & Other Uses	(27,750,206)	(28,983,087)	(30,015,318)	(24,406,750)
Net Changes in Unreserved & Undesignated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Ending Unreserved & Undesignated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Changes in Reserved & Designated Funds Available**				
Beginning Reserved & Designated Funds Available	**$ 15,294,248**	**$ 21,855,915**	**$ 16,271,318**	**$ 8,861,421**
Decreases in Reserved & Designated	-	(7,007,299)	(7,409,897)	(3,673,089)
Increases in Reserved & Designated	6,561,667	1,422,702	-	-
Net Changes in Reserved & Designated Funds Available	**$ 6,561,667**	**$ (5,584,597)**	**$ (7,409,897)**	**$ (3,673,089)**
Ending Reserved & Designated Funds Available	**$ 21,855,915**	**$ 16,271,318**	**$ 8,861,421**	**$ 5,188,332**
Total Ending Funds Available				
Total Beginning Funds Available	**$ 15,294,248**	**$ 21,855,915**	**$ 16,271,318**	**$ 8,861,421**
Changes in Unreserved & Undesignated Funds Available	-	-	-	-
Changes in Reserved & Designated Funds Available	6,561,667	(5,584,597)	(7,409,897)	(3,673,089)
Net Changes in Funds Available	**$ 6,561,667**	**$ (5,584,597)**	**$ (7,409,897)**	**$ (3,673,089)**
Total Ending Funds Available	**$ 21,855,915**	**$ 16,271,318**	**$ 8,861,421**	**$ 5,188,332**

* Expenditures exclude prior year's carryovers, if applicable. In addition, expenditures differ from CAFR in 2005 and 2006 due to an appropriation of $6,166 that CAFR shows in 2006 and the fund summary shows in 2005.

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

CAPITAL PROJECTS FUND DETAIL

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Reserved & Designated Funds Available Detail				
Beginning Reserved & Designated Funds Available				
Reserved for FRA Loan Repayment	$ -	$ 175,478	$ 348,180	$ -
Reserved for Inflation	-	-	1,250,000	-
Future Projects	15,294,248	21,680,437	14,673,138	8,861,421
Total Beginning Reserved & Designated Funds Available	**$ 15,294,248**	**$ 21,855,915**	**$ 16,271,318**	**$ 8,861,421**
Decreases (Uses) of Reserved & Designated Funds Available				
Reserved for FRA Loan Repayment	$ -	$ -	$ 348,180	$ -
Reserved for Inflation	-	-	1,250,000	-
Future Projects	-	7,007,299	5,811,717	3,673,089
Total Decreases in Reserved & Designated Funds Available	**$ -**	**$ 7,007,299**	**$ 7,409,897**	**$ 3,673,089**
Increases of Reserved & Designated Funds Available				
Reserved for FRA Loan Repayment	$ 175,478	$ 172,702	$ -	$ -
Reserved for Inflation	-	1,250,000	-	-
Future Projects	6,386,189	-	-	-
Total Increases in Reserved & Designated Funds Available	**$ 6,561,667**	**$ 1,422,702**	**$ -**	**$ -**
Ending Reserved & Designated Funds Available				
Reserved for FRA Loan Repayment	$ 175,478	$ 348,180	$ -	$ -
Reserved for Inflation	-	1,250,000	-	-
Future Projects	21,680,437	14,673,138	8,861,421	5,188,332
Total Ending Reserved & Designated Funds Available	**$ 21,855,915**	**$ 16,271,318**	**$ 8,861,421**	**$ 5,188,332**

Revenue & Expenditure Detail by Category				
Revenues				
Intergovernmental	$ 2,691,285	$ 1,658,373	$ 6,560,940	$ 2,575,975
Interest Income	1,150,330	1,317,977	1,000,000	650,000
Other Revenues	1,270,697	1,899,754	1,405,858	438,712
Total Revenues	**$ 5,112,312**	**$ 4,876,104**	**$ 8,966,798**	**$ 3,664,687**
Expenditures				
Capital Projects (Continuing Appropriation)	$ 17,545,368	$ 23,459,078	$ 26,032,048	$ 20,682,744
Total Expenditures	**$ 17,545,368**	**$ 23,459,078**	**$ 26,032,048**	**$ 20,682,744**

Capital Projects Fund

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 funding from a transfer from the General Fund via a formula specified by ordinance. This 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. Subsequent Council decisions reduced the transfer by about $6 million each year into the indefinite future. 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. For 2009, 73.5 percent of Capital Projects Fund revenue is from the General Fund transfer.

In 2008, the General Fund CPF transfer has decreased by $3.8 million from the 2007 level, due primarily to the sharp decline in use taxes. The decline in use taxes is expected to reduce the CPF transfer and other revenue by approximately $15.6 million from previous projections over the five-year period from 2008-2012. To avoid driving the fund into a future deficit situation, several adjustments were made totaling $15.5 million. First, cuts or reductions to previously planned capital projects were made. These totaled $13.1 million. The largest portion was from Public Works at $8.5 million. The planned construction of a new fire station in 2008 was eliminated, saving $2.4 million ($2.9 million decreased cost and $0.5 million decreased revenue.) The reduction in capital projects and a careful analysis of the relevant ordinance reduced the Art in Public Places transfer by $300,000 over the 2008 to 2013 period. Parks and Open Space cuts reduced CPF capital expense by over $700,000. Other departments offering cuts were Finance, IT, and Planning.

Capital appropriations for the CPF will be $24.4 million in 2009, while a grand total of $123.4 million is proposed or planned between 2009 and 2013. In 2009, the anticipated sources of funding for the Capital Projects Fund total $20.7 million.

Cuts and reductions by type of project are as follows: Street Repair, Traffic Signals, Alleys, Undergrounding, Sidewalks ($4.6 million), Public Works South Maintenance Facility ($3.6 million), New Fire Station ($2.9 million), Parks and Open Space Infrastructure and Landscape ($0.7 million), other cuts and reductions ($1.3 million.) The lone added project in 2009 is the contribution of $119,000 to security improvements at AMC.

In 2009, revenue increases added another $2.4 million to the fund. The largest of these were one-time transfers from the Risk Management Fund ($1.5 million) and the Surplus and Deficiency Fund ($0.2 million.) Another $1.1 million was gained by releasing the reservation of the Fitzsimons Redevelopment Authority loan repayment. In addition, one-time revenue for the Nine-Mile Bridge project is expected ($1.1 million). From 2009 forward, intergovernmental revenue of $400,000 is expected from the Transportation Improvement Program. The Adams County Road and Bridge dedicated sales tax is expected to drop from $2.5 million in 2008 to $1.0 million in 2009. The tax rate generating this revenue drops from 0.5 percent to 0.2 percent on January 1, 2009. Interest related revenues are adjusted to reflect updated fund balance projections. Other revenues include developer contributions for traffic signals and the repayment of a loan made by the City to the Fitzsimons Redevelopment Authority.

Embedded in the CPF is the Transportation Improvement Program (TIP). The current five-year TIP plan includes tentative funding for the Nine-Mile Bike and Pedestrian Bridge, the Alameda/Sable Intersection, and partial funding for the Colfax/I-225 Intersection. In future years, tentative project approval has been granted for the Mississippi/Potomac I-225 intersection and the Florida LRT Study, and the pedestrian bridge at Colfax and Ursula. Matching funding for these projects awaits the approval of intergovernmental agreements.

The CPF is projected to have $20,000 in funds available at the end of 2013. Additional information on the Capital Projects Fund can be found in the Capital Program section of the 2009 adopted budget book and in the appendices.

COMMUNITY DEVELOPMENT FUND SUMMARY

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Sources and Uses of Funds				
Sources of Funds				
Revenue	$ 5,053,802	$ 4,756,640	$ 4,264,139	$ 4,039,642
Transfers In (from other funds)	276,148	273,320	263,735	266,273
From Decrease in Reserves & Designated Funds Available	-	-	-	-
Total Sources Before Decrease in Funds Available	**$ 5,329,950**	**$ 5,029,960**	**$ 4,527,874**	**$ 4,305,915**
From Decrease in Undesignated Funds Available	203,715	-	-	-
Total Sources	**$ 5,533,665**	**$ 5,029,960**	**$ 4,527,874**	**$ 4,305,915**
Uses of Funds				
Expenditures *	$ 5,533,665	$ 5,029,960	$ 4,527,874	$ 4,305,915
Transfers Out (to other funds)	-	-	-	-
To Increase Reserves & Designated Funds Available	-	-	-	-
Total Uses Before Increase in Funds Available	**$ 5,533,665**	**$ 5,029,960**	**$ 4,527,874**	**$ 4,305,915**
To Increase Undesignated Funds Available	-	-	-	-
Total Uses	**$ 5,533,665**	**$ 5,029,960**	**$ 4,527,874**	**$ 4,305,915**
Changes in Unreserved & Undesignated Funds Available				
Beginning Unreserved & Undesignated Funds Available	**$ 203,715**	**$ -**	**$ -**	**$ -**
Revenue & Other Sources	5,329,950	5,029,960	4,527,874	4,305,915
Expenditures & Other Uses	(5,533,665)	(5,029,960)	(4,527,874)	(4,305,915)
Net Changes in Unreserved & Undesignated Funds Available	**$ (203,715)**	**$ -**	**$ -**	**$ -**
Ending Unreserved & Undesignated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Changes in Reserved & Designated Funds Available				
Beginning Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Decreases in Reserved & Designated	-	-	-	-
Increases in Reserved & Designated	-	-	-	-
Net Changes in Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Ending Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Total Ending Funds Available				
Total Beginning Funds Available	**$ 203,715**	**$ -**	**$ -**	**$ -**
Changes in Unreserved & Undesignated Funds Available	(203,715)	-	-	-
Changes in Reserved & Designated Funds Available	-	-	-	-
Net Changes in Funds Available	**$ (203,715)**	**$ -**	**$ -**	**$ -**
Total Ending Funds Available	**$ -**	**$ -**	**$ -**	**$ -**

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

COMMUNITY DEVELOPMENT FUND DETAIL

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Reserved & Designated Funds Available Detail				
Beginning Reserved & Designated Funds Available				
Designations for Anticipated Grants	$ -	$ -	$ -	$ -
Total Beginning Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Decreases (Uses) of Reserved & Designated Funds Available				
Designations for Anticipated Grants	$ -	$ -	$ -	$ -
Total Decreases in Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Increases of Reserved & Designated Funds Available				
Designations for Anticipated Grants	$ -	$ -	$ -	$ -
Total Increases in Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Ending Reserved & Designated Funds Available				
Designations for Anticipated Grants	$ -	$ -	$ -	$ -
Total Ending Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**

Revenue & Expenditure Detail by Category				
Revenue				
Intergovernmental	$ 3,768,795	$ 3,756,353	$ 3,614,701	$ 3,614,642
Other Revenue	1,285,007	1,000,287	649,438	425,000
Total Revenue	**$ 5,053,802**	**$ 4,756,640**	**$ 4,264,139**	**$ 4,039,642**
Expenditures				
Personal Services	$ 1,721,571	$ 1,641,477	$ 1,628,962	$ 1,726,263
Supplies & Services	3,789,906	3,352,633	2,799,694	2,548,816
Interfund Charges	22,188	35,850	34,218	30,836
Capital Related	-	-	65,000	-
Total Expenditures	**$ 5,533,665**	**$ 5,029,960**	**$ 4,527,874**	**$ 4,305,915**

COMMUNITY DEVELOPMENT FUND

	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Long Range Outlook							
Revenue	$ 5,029,960	$ 4,527,874	$ 4,305,915	$ 4,305,915	$ 4,305,915	$ 4,305,915	$ 4,305,915
Expenditures - Operating	5,029,960	4,527,874	4,305,915	4,305,915	4,305,915	4,305,915	4,305,915
Expenditures - Capital	-	-	-	-	-	-	-
Surplus / (Deficit)	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Beginning Funds Available	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Inc/(Dec) in Funds Available	-	-	-	-	-	-	-
Ending Funds Available	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

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). As a condition for receiving HOME funds, the City is required to provide a 22.5 percent match to the HOME grant. The City match is received by a transfer in from the General Fund to the Community Development Fund. All funds are spent on qualifying projects within the City and expenditures vary from year to year, depending on the grant amount.

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.

In 2007, revenue, excluding transfers in, declined $297,200 (5.9 percent) as Community Development received $12,400 less funding from HUD, and realized $284,700 fewer program income dollars and charges for services. Program income declined as a result of decreasing loan repayments. Due to the lower HUD funding, the transfer in declined $2,800 (1.0 percent). Expenditures decreased $503,700 (9.1 percent), primarily as a result of reduced spending in supplies and services of $437,300 (11.5 percent), in order to match expense levels to revenue. In addition, the Community Development Fund transferred 1.0 FTE Code Enforcement Inspector and 0.5 FTE Original Renewal Administrative Technician to the General Fund and 1.0 FTE Special Events Coordinator to the Cultural Services Fund.

In 2008, revenue, excluding transfers in, is expected to decrease $492,500 (10.4 percent) due to lower grant awards of $141,700 (3.8 percent), and lower revenue from program income of $350,900 (35.1 percent) due to slow activity in the housing market. As a result of lower grant awards, the transfer in is also projected to decline $9,600 (3.5 percent). In response to lower funding, expenditures are projected to decrease by $502,100 (10.0 percent). The decrease is primarily the result of a decrease in supplies and services of $552,900 (16.5 percent), partially offset by a $65,000 increase in capital related expenses for the acquisition and demolition of the Comitis building. Personal services is expected to decrease $12,500 (0.8 percent) as a result of the transfer out of 2.0 FTE, offset by pay and benefit increases. The Community Development Fund transferred 1.0 FTE Code Enforcement Officer to the Abatement Fund and 1.0 FTE Urban Development Project Manger to the General Fund in order to allow more program dollars to be used on qualifying City projects.

Revenue, excluding transfers in, is projected to decrease $224,500 (5.3 percent) in 2009. The decrease is primarily due to the redesign of the Commercial Renovation Program, which will now offer direct low interest loans to meet the customer match requirement. This change is expected to result in a $300,000 decline in other revenue, partially offset by anticipated growth in program income, which is expected to increase as the economy improves. Expenditures will decline commensurate with revenue, with a $222,000 decrease (4.9 percent) primarily as a result of a $250,900 (9.0 percent) decline in supplies and services, due to the redesign of the Commercial Renovation Program, and a $65,000 decline in capital related expenses as the Comitis project is scheduled to be completed in 2008. The decrease is partially offset by a $97,300 (6.0 percent) increase in personal services, primarily a result of 1.0 Code Enforcement Inspector that is transferred from the General Fund to the Community Development Fund.

From 2010 through 2013, no revenue increase is projected, as federal funding is difficult to anticipate. Therefore, expenditures are also expected to remain constant. The fund is projected to remain balanced, as all funds are appropriated in accordance with the approved federal spending plan.

COMMUNITY MAINTENANCE FUND SUMMARY

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Sources and Uses of Funds				
Sources of Funds				
Revenues	$ 144,898	$ 34,125	$ -	$ -
Transfers In (from other funds)	-	-	-	-
From Decrease in Reserves & Designated Funds Available	-	-	-	-
Total Sources Before Decrease in Funds Available	**$ 144,898**	**$ 34,125**	**$ -**	**$ -**
From Decrease in Undesignated Funds Available	-	152,236	-	-
Total Sources	**$ 144,898**	**$ 186,361**	**$ -**	**$ -**
Uses of Funds				
Expenditures *	$ -	$ (71,109)	$ -	$ -
Transfers Out (to other funds)	-	257,470	-	-
To Increase Reserves & Designated Funds Available	-	-	-	-
Total Uses Before Increase in Funds Available	**$ -**	**$ 186,361**	**$ -**	**$ -**
To Increase Undesignated Funds Available	144,898	-	-	-
Total Uses	**$ 144,898**	**$ 186,361**	**$ -**	**$ -**
Changes in Unreserved & Undesignated Funds Available				
Beginning Unreserved & Undesignated Funds Available	**$ 7,338**	**$ 152,236**	**$ -**	**$ -**
Revenues & Other Sources	144,898	34,125	-	-
Expenditures & Other Uses	-	(186,361)	-	-
Net Changes in Unreserved & Undesignated Funds Available	**$ 144,898**	**$ (152,236)**	**$ -**	**$ -**
Ending Unreserved & Undesignated Funds Available	**$ 152,236**	**$ -**	**$ -**	**$ -**
Changes in Reserved & Designated Funds Available				
Beginning Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Decreases in Reserved & Designated	-	-	-	-
Increases in Reserved & Designated	-	-	-	-
Net Changes in Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Ending Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Total Ending Funds Available				
Total Beginning Funds Available	**$ 7,338**	**$ 152,236**	**$ -**	**$ -**
Changes in Unreserved & Undesignated Funds Available	144,898	(152,236)	-	-
Changes in Reserved & Designated Funds Available	-	-	-	-
Net Changes in Funds Available	**$ 144,898**	**$ (152,236)**	**$ -**	**$ -**
Total Ending Funds Available	**$ 152,236**	**$ -**	**$ -**	**$ -**

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

COMMUNITY MAINTENANCE FUND DETAIL

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Reserved & Designated Funds Available Detail				
Beginning Reserved & Designated Funds Available				
Fitzsimons Redevelopment	$ -	$ -	$ -	$ -
Total Beginning Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Decreases (Uses) of Reserved & Designated Funds Available				
Fitzsimons Redevelopment	$ -	$ -	$ -	$ -
Total Decreases in Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Increases of Reserved & Designated Funds Available				
Fitzsimons Redevelopment	$ -	$ -	$ -	$ -
Total Increases in Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Ending Reserved & Designated Funds Available				
Fitzsimons Redevelopment	$ -	$ -	$ -	$ -
Total Ending Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**

Revenue & Expenditure Detail by Category				
Revenues				
Investment Income	$ 4,898	$ 34,125	$ -	$ -
Other Revenues	140,000	-	-	-
Total Revenues	**$ 144,898**	**$ 34,125**	**$ -**	**$ -**
Expenditures				
Capital Projects (Continuing Appropriation)	$ -	$ (71,109)	$ -	$ -
Total Expenditures	**$ -**	**$ (71,109)**	**$ -**	**$ -**

COMMUNITY MAINTENANCE FUND

	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Long Range Outlook							
Revenues	$ 34,125	$ -	$ -	$ -	$ -	$ -	$ -
Expenditures - Operating	257,470	-	-	-	-	-	-
Expenditures - Capital	(71,109)	-	-	-	-	-	-
Surplus / (Deficit)	**$ (152,236)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Beginning Funds Available	$ 152,236	$ -	$ -	$ -	$ -	$ -	$ -
Inc/(Dec) in Funds Available	(152,236)	-	-	-	-	-	-
Ending Funds Available	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

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 2007, revenue is from interest income. Remaining capital appropriation of $71,100 for the E-470/I-70 interchange study was lapsed upon completion of the project. The remaining funds of $257,000 in the Community Maintenance Fund were transferred to the Capital Projects Fund, and the Community Maintenance Fund was closed.

CONSERVATION TRUST FUND SUMMARY

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Sources and Uses of Funds				
Sources of Funds				
Revenues	$ 3,257,082	$ 3,378,410	$ 3,190,000	$ 3,220,100
Transfers In (from other funds)	-	-	-	-
From Decrease in Reserves & Designated Funds Available	320,668	-	-	201,513
Total Sources Before Decrease in Funds Available	**$ 3,577,750**	**$ 3,378,410**	**$ 3,190,000**	**$ 3,421,613**
From Decrease in Undesignated Funds Available	-	-	-	-
Total Sources	**$ 3,577,750**	**$ 3,378,410**	**$ 3,190,000**	**$ 3,421,613**
Uses of Funds				
Expenditures *	$ 3,025,748	$ 1,522,318	$ 1,864,134	$ 3,421,613
Transfers Out (to other funds)	-	-	-	-
To Increase Reserves & Designated Funds Available	-	-	201,513	-
Total Uses Before Increase in Funds Available	**$ 3,025,748**	**$ 1,522,318**	**$ 2,065,647**	**$ 3,421,613**
To Increase Undesignated Funds Available	552,002	1,856,092	1,124,353	-
Total Uses	**$ 3,577,750**	**$ 3,378,410**	**$ 3,190,000**	**$ 3,421,613**
Changes in Unreserved & Undesignated Funds Available				
Beginning Unreserved & Undesignated Funds Available	**$ 430,405**	**$ 982,407**	**$ 2,838,499**	**$ 3,962,852**
Revenues & Other Sources	3,577,750	3,378,410	3,190,000	3,421,613
Expenditures & Other Uses	(3,025,748)	(1,522,318)	(2,065,647)	(3,421,613)
Net Changes in Unreserved & Undesignated Funds Available	**$ 552,002**	**$ 1,856,092**	**$ 1,124,353**	**$ -**
Ending Unreserved & Undesignated Funds Available	**$ 982,407**	**$ 2,838,499**	**$ 3,962,852**	**$ 3,962,852**
Changes in Reserved & Designated Funds Available				
Beginning Reserved & Designated Funds Available	**$ 320,668**	**$ -**	**$ -**	**$ 201,513**
Decreases in Reserved & Designated	(320,668)	-	-	(201,513)
Increases in Reserved & Designated	-	-	201,513	-
Net Changes in Reserved & Designated Funds Available	**$ (320,668)**	**$ -**	**$ 201,513**	**$ (201,513)**
Ending Reserved & Designated Funds Available	**$ -**	**$ -**	**$ 201,513**	**$ -**
Total Ending Funds Available				
Total Beginning Funds Available	**$ 751,073**	**$ 982,407**	**$ 2,838,499**	**$ 4,164,365**
Changes in Unreserved & Undesignated Funds Available	552,002	1,856,092	1,124,353	-
Changes in Reserved & Designated Funds Available	(320,668)	-	201,513	(201,513)
Net Changes in Funds Available	**$ 231,334**	**$ 1,856,092**	**$ 1,325,866**	**$ (201,513)**
Total Ending Funds Available	**$ 982,407**	**$ 2,838,499**	**$ 4,164,365**	**$ 3,962,852**

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

CONSERVATION TRUST FUND DETAIL

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Reserved & Designated Funds Available Detail				
Beginning Reserved & Designated Funds Available				
Reserved for Planned Future Use	$ 320,668	$ -	$ -	$ 201,513
Total Beginning Reserved & Designated Funds Available	**$ 320,668**	**$ -**	**$ -**	**$ 201,513**
Decreases (Uses) of Reserved & Designated Funds Available				
Reserved for Planned Future Use	$ 320,668	$ -	$ -	$ 201,513
Total Decreases in Reserved & Designated Funds Available	**$ 320,668**	**$ -**	**$ -**	**$ 201,513**
Increases of Reserved & Designated Funds Available				
Reserved for Planned Future Use	$ -	$ -	$ 201,513	$ -
Total Increases in Reserved & Designated Funds Available	**$ -**	**$ -**	**$ 201,513**	**$ -**
Ending Reserved & Designated Funds Available				
Reserved for Planned Future Use	$ -	$ -	$ 201,513	$ -
Total Ending Reserved & Designated Funds Available	**$ -**	**$ -**	**$ 201,513**	**$ -**

Revenue & Expenditure Detail				
Revenues				
Intergovernmental	$ 3,045,472	$ 3,114,751	$ 3,010,000	$ 3,040,100
Other Revenues	211,610	263,659	180,000	180,000
Total Revenues	**$ 3,257,082**	**$ 3,378,410**	**$ 3,190,000**	**$ 3,220,100**
Expenditures				
Personal Services	$ 457,401	$ 398,218	$ 600,037	$ 615,880
Supplies & Services	2,346	54,989	-	32,866
Interfund Charges	5,557	6,792	7,254	7,145
Capital Projects (Continuing Appropriation)	2,560,444	1,062,319	1,256,843	2,765,722
Total Expenditures	**$ 3,025,748**	**$ 1,522,318**	**$ 1,864,134**	**$ 3,421,613**

CONSERVATION TRUST FUND

	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Long Range Outlook							
Revenues	$ 3,378,410	$ 3,190,000	$ 3,220,100	$ 3,250,501	$ 3,281,206	$ 3,312,218	$ 3,343,540
Expenditures - Operating	459,999	607,291	655,891	681,774	708,981	737,603	767,738
Expenditures - Capital	1,062,319	1,256,843	2,765,722	5,633,000	1,640,000	3,228,000	2,590,000
Surplus / (Deficit)	**$ 1,856,092**	**$ 1,325,866**	**$ (201,513)**	**$ (3,064,273)**	**$ 932,225**	**$ (653,385)**	**$ (14,198)**
Beginning Funds Available	$ 982,407	$ 2,838,499	$ 4,164,365	$ 3,962,852	$ 898,579	$ 1,830,805	$ 1,177,419
Inc/(Dec) in Funds Available	1,856,092	1,325,866	(201,513)	(3,064,273)	932,225	(653,385)	(14,198)
Ending Funds Available	**$ 2,838,499**	**$ 4,164,365**	**$ 3,962,852**	**$ 898,579**	**$ 1,830,805**	**$ 1,177,419**	**$ 1,163,222**

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.

In 2007, revenues increased $121,300 (3.7 percent) due to a $69,300 (2.3 percent) increase in intergovernmental receipts and a $52,000 (24.6 percent) increase in interest income. Receipt revenue increased in large part due to a significant Powerball Jackpot that temporarily increased demand. Total expenditures, including capital, decreased $1.5 million (49.7 percent) due primarily 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 2009. Additional projects included improvements at the Ponderosa Preserve, buildings at the Quincy Reservoir, and a water wall at the Aurora Reservoir beach. The net effect on ending funds available was an increase of $1.9 million (188.9 percent).

In 2008, revenues are projected to decrease $188,400 (5.6 percent) due to waning demand resulting from the absence of a significant Powerball jackpot which tends to cause one-time increases in revenue. Expenditures are expected to increase $341,800 (22.5 percent) due to a $201,800 (50.7 percent) increase in personal services related to previously vacant positions that are projected to be filled in 2008 in addition to the transfer in of 0.25 of a discretionary FTE formerly paid for by the Development Review Fund, and a $194,500 (18.3 percent) increase in capital expenditures. Major capital projects include: Meadow Hills Pool renovation, continued playground renovation, and court replacement. Ending funds available are projected to increase $1.3 million (46.7 percent).

For 2009, revenues are projected to increase $30,100 (0.9 percent) due to expected increases in demand related to population increases. Expenditures are planned to increase $1.6 million (83.5 percent) due to a $48,600 (8.0 percent) increase in operating expenditures from personal services and supplies and services increases and a $1.5 million (120.1 percent) increase in capital expenditures. Major planned capital projects include: the beginning of the Beck Recreation Center remodel, City Park renovation, and Rocky Ridge parking lot addition. Ending funds available are expected to decrease $201,500 (4.8 percent).

Completion of the Beck Recreation Center remodel is expected in 2010. The Library, Recreation, and Cultural Services Department is planning a bathhouse and family aquatics center at the Del Mar Pool to start in 2011 and finish in 2013. Library, Recreation and Cultural Services Department is also planning a Meadowood Neighborhood Center addition in 2012 and 2013. Major future construction projects from the Parks and Open Space Department include: construction at Spencer Garrett Park in 2010; construction at Montview Park in 2011; construction at Del Mar Park in 2011 through 2013; and park path replacements from 2012 through 2013. A complete five-year capital detail plan for the Conservation Trust Fund is included in the Capital Appendix of this budget book.

CULTURAL SERVICES FUND SUMMARY

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Sources and Uses of Funds				
Sources of Funds				
Revenues	$ 1,111,170	$ 1,132,108	$ 1,132,871	$ 1,033,254
Transfers In (from other funds, AIPP-related)**	20,000	200,000	164,471	155,207
Transfers In (from other funds, not AIPP-related)**	-	8,000	40,000	40,000
General Fund Subsidy**	979,968	1,166,654	1,182,588	1,193,911
From Decrease in Reserves & Designated Funds Available	492,678	720,253	851,483	605,415
Total Sources Before Decrease in Funds Available	**$ 2,603,816**	**$ 3,227,015**	**$ 3,371,413**	**$ 3,027,787**
From Decrease in Undesignated Funds Available	529	-	-	-
Total Sources	**$ 2,604,345**	**$ 3,227,015**	**$ 3,371,413**	**$ 3,027,787**
Uses of Funds				
Expenditures*	$ 2,310,810	$ 2,698,516	$ 2,800,689	$ 2,528,181
Transfers Out (to other funds)	-	-	-	-
To Increase Reserves & Designated Funds Available	293,535	528,499	570,724	499,606
Total Uses Before Increase in Funds Available	**$ 2,604,345**	**$ 3,227,015**	**$ 3,371,413**	**$ 3,027,787**
To Increase Undesignated Funds Available	-	-	-	-
Total Uses	**$ 2,604,345**	**$ 3,227,015**	**$ 3,371,413**	**$ 3,027,787**
Changes in Unreserved & Undesignated Funds Available				
Beginning Unreserved & Undesignated Funds Available	**$ 529**	**$ -**	**$ -**	**$ -**
Revenues & Other Sources	2,603,816	3,227,015	3,371,413	3,027,787
Expenditures & Other Uses	(2,604,345)	(3,227,015)	(3,371,413)	(3,027,787)
Net Changes in Unreserved & Undesignated Funds Available	**$ (529)**	**$ -**	**$ -**	**$ -**
Ending Unreserved & Undesignated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Changes in Reserved & Designated Funds Available* **				
Beginning Reserved & Designated Funds Available	**$ 1,558,951**	**$ 1,359,808**	**$ 1,168,054**	**$ 887,295**
Decreases in Reserved & Designated	(492,678)	(720,253)	(851,483)	(605,415)
Increases in Reserved & Designated	293,535	528,499	570,724	499,606
Net Changes in Reserved & Designated Funds Available	**$ (199,143)**	**$ (191,754)**	**$ (280,759)**	**$ (105,809)**
Ending Reserved & Designated Funds Available	**$ 1,359,808**	**$ 1,168,054**	**$ 887,295**	**$ 781,486**
Total Ending Funds Available				
Total Beginning Funds Available	**$ 1,559,480**	**$ 1,359,808**	**$ 1,168,054**	**$ 887,295**
Changes in Unreserved & Undesignated Funds Available	(529)	-	-	-
Changes in Reserved & Designated Funds Available	(199,143)	(191,754)	(280,759)	(105,809)
Net Changes in Funds Available	**$ (199,672)**	**$ (191,754)**	**$ (280,759)**	**$ (105,809)**
Total Ending Funds Available	**$ 1,359,808**	**$ 1,168,054**	**$ 887,295**	**$ 781,486**

* Expenditures exclude prior year carryovers, if applicable.

** Transfers in exclude internal transfers in (out) as they are for administrative purposes only.

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

CULTURAL SERVICES FUND DETAIL

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Reserved & Designated Funds Available Detail* **				
Beginning Reserved & Designated Funds Available				
Gifts and Grants	$ 92,034	$ 43,084	$ 102,791	$ 136,486
Reserved for SCFD and Planned Future Use	54,205	122,289	104,693	86,708
Art in Public Places	1,412,712	1,194,435	960,570	664,101
Total Beginning Reserved & Designated Funds Available	**$ 1,558,951**	**$ 1,359,808**	**$ 1,168,054**	**$ 887,295**
Decreases (Uses) of Reserved & Designated Funds Available				
Gifts and Grants	$ 236,776	$ 176,805	$ 328,300	$ 308,315
Reserved for SCFD and Planned Future Use	-	17,596	17,985	-
Art in Public Places	255,902	525,852	505,198	297,100
Total Decreases in Reserved & Designated Funds Available	**$ 492,678**	**$ 720,253**	**$ 851,483**	**$ 605,415**
Increases of Reserved & Designated Funds Available				
Gifts and Grants	$ 187,826	$ 236,512	$ 361,995	$ 273,392
Reserved for SCFD and Planned Future Use	68,084	-	-	51,007
Art in Public Places	37,625	291,987	208,729	175,207
Total Increases in Reserved & Designated Funds Available	**$ 293,535**	**$ 528,499**	**$ 570,724**	**$ 499,606**
Ending Reserved & Designated Funds Available				
Gifts and Grants	$ 43,084	$ 102,791	$ 136,486	$ 101,563
Reserved for SCFD and Planned Future Use	122,289	104,693	86,708	137,715
Art in Public Places	1,194,435	960,570	664,101	542,208
Total Ending Reserved & Designated Funds Available	**$ 1,359,808**	**$ 1,168,054**	**$ 887,295**	**$ 781,486**

Revenue & Expenditure Detail by Category				
Revenues				
Intergovernmental Revenues	$ 335,620	$ 345,318	$ 208,268	$ 213,900
Charges for Services	545,049	580,458	602,636	597,995
Investment Income	61,251	55,885	40,275	18,440
Other Revenues	169,250	150,447	281,692	202,919
Total Revenues	**$ 1,111,170**	**$ 1,132,108**	**$ 1,132,871**	**$ 1,033,254**
Expenditures				
Personal Services	$ 1,289,010	$ 1,396,089	$ 1,373,700	$ 1,411,165
Supplies & Services	997,761	1,272,603	1,396,338	1,085,703
Interfund Charges	24,039	29,824	30,481	31,313
Capital Related	-	-	170	-
Total Expenditures	**$ 2,310,810**	**$ 2,698,516**	**$ 2,800,689**	**$ 2,528,181**

CULTURAL SERVICES FUND DETAIL

	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Long Range Plan							
Revenues	$ 2,506,762	$ 2,519,930	$ 2,422,372	$ 2,473,299	$ 2,567,953	$ 2,588,321	$ 2,708,448
Expenditures - Operating	2,698,516	2,800,689	2,528,181	2,530,675	2,628,933	2,653,778	2,755,969
Expenditures - Capital	-	-	-	-	-	-	-
Surplus / (Deficit)	**$ (191,754)**	**$ (280,759)**	**$ (105,809)**	**$ (57,376)**	**$ (60,980)**	**$ (65,457)**	**$ (47,521)**
Beginning Funds Available	$ 1,359,808	$ 1,168,054	$ 887,295	$ 781,486	$ 724,110	$ 663,130	$ 597,672
Inc/(Dec) in Funds Available	(191,754)	(280,759)	(105,809)	(57,376)	(60,980)	(65,457)	(47,521)
Ending Funds Available	**$ 1,168,054**	**$ 887,295**	**$ 781,486**	**$ 724,110**	**$ 663,130**	**$ 597,672**	**$ 550,151**

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, or the General Fund subsidy, provide funding for mandated cost increases 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.

In 2007, total revenue, excluding transfers in, increased $20,900 (1.9 percent) due to a $35,400 (6.5 percent) increase in external charges for services and a $9,700 (2.9 percent) increase in the SCFD grant award partially offset by decreases in donation revenue and interest. Transfers in increased $374,700 (37.5 percent) due to the reinstatement of the AIPP transfer and a $200,700 (20.8 percent) increase in the General Fund subsidy resulting from rising mandated costs, supply and services increases associated with the 2007 budget amendments, as well as the 2007 fall supplemental for $60,000 of General Fund support to offset a $60,000 shortfall in SCFD funding. Total non-AIPP related expenditures increased $117,800 (5.7 percent) primarily due to a $92,300 (7.5 percent) personal services increase and a $19,700 (2.5 percent) supplies and services increase. Total AIPP-related expenditures increased $270,000 (105.5 percent). Funds available decreased $191,800 (14.1 percent) as a result of $233,900 of an AIPP-related deficit and a $42,100 non-AIPP surplus.

In 2008, total revenue, excluding transfers in, are projected to remain constant due to a $22,200 (3.8 percent) increase in external charges for services, a $131,200 increase in revenues related to the Market Based Revenue Opportunity (MBRO) (87.2 percent), offset by a $137,100 (39.7 percent) decrease in the SCFD grant and a $15,600 (27.9 percent) decrease in interest income. Transfers in are projected to increase $12,400 (0.9 percent) due to a $15,900 net increase in the General Fund subsidy, a $32,000 increase in other non-AIPP related transfers from the General Fund related to fireworks, and the Designated Revenues Fund related to special events, offset by a $35,500 decrease in the AIPP transfer from the Capital Projects fund. Total non-AIPP expenditures are projected to decrease $122,800 (5.7 percent) due to a $147,400 (18.0 percent) increase in supplies and services partially offset by a $25,500 (1.9 percent) decrease in personal services. AIPP-related expenditures are projected to decrease $20,700 (3.9 percent) due primarily to decreased art acquisition spending. Total ending funds available are forecast to decrease $280,800 (24.0 percent) as a result of a $296,500 AIPP-related deficit partially offset by a $15,700 non-AIPP surplus.

In 2009, total revenue, excluding transfers in, is expected to decrease $99,600 (8.8 percent) primarily due to a $21,800 (54.2 percent) expected decrease in interest earnings and a $78,800 (28.0 percent) decrease in gift and sponsorship revenue. Transfers in increased $2,100 (0.2 percent) as a net result of a $72,900 (6.2 percent) increase in General Fund subsidy resulting from rising mandated costs and pay increases, a $61,500 decrease in subsidy from the 2009 cuts, and a $9,200 (5.6 percent) decrease in the AIPP transfer from the Capital Projects Fund. Total non-AIPP related expenditures are expected to decrease $64,400 (2.8 percent) due to a $114,300 (11.8 percent) decrease in supplies and services partially offset by a $49,300 (3.8 percent) increase in personal services. AIPP-related expenditures are expected to decrease $208,100 (41.2 percent) primarily due to decreased art acquisition spending. Total ending funds available are expected to decrease $105,800 (11.9 percent) as a result of a $121,900 AIPP-related deficit and a $16,100 non-AIPP surplus.

The five-year outlook is balanced for non-AIPP revenue and expenditures. Projected expenditures and revenue are based on 2009 adopted amounts, along with the following growth assumptions: 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; 3.0 percent growth in supplies and services; 2.0 percent growth in charges for services; 1.0 percent growth in other revenues; and an average 4.2 percent growth in General Fund subsidy revenue each year. Without consistent increases to the General Fund subsidy, the long-range outlook for this fund indicates a structural imbalance between revenues and expenditures that could require continued revenue enhancement and/or additional cost reductions. 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 revenue.

DEBT SERVICE GENERAL OBLIGATION FUND SUMMARY

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Sources and Uses of Funds				
Sources of Funds				
Revenues	$ 6,524,401	$ 6,610,406	$ 6,386,742	$ 6,402,083
Transfers In (from other funds)	1,761,100	1,761,100	1,761,100	1,761,100
From Decrease in Reserves & Designated Funds Available	-	-	-	19,249
Total Sources Before Decrease in Funds Available	**$ 8,285,501**	**$ 8,371,506**	**$ 8,147,842**	**$ 8,182,432**
From Decrease in Undesignated Funds Available	-	-	-	-
Total Sources	**$ 8,285,501**	**$ 8,371,506**	**$ 8,147,842**	**$ 8,182,432**
Uses of Funds				
Expenditures *	$ 7,998,461	$ 8,019,230	$ 8,041,275	$ 8,058,432
Transfers Out (to other funds)	93,000	-	-	124,000
To Increase Reserves & Designated Funds Available	194,040	352,276	106,567	-
Total Uses Before Increase in Funds Available	**$ 8,285,501**	**$ 8,371,506**	**$ 8,147,842**	**$ 8,182,432**
To Increase Undesignated Funds Available	-	-	-	-
Total Uses	**$ 8,285,501**	**$ 8,371,506**	**$ 8,147,842**	**$ 8,182,432**
Changes in Unreserved & Undesignated Funds Available				
Beginning Unreserved & Undesignated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Revenues & Other Sources	8,285,501	8,371,506	8,147,842	8,182,432
Expenditures & Other Uses	(8,285,501)	(8,371,506)	(8,147,842)	(8,182,432)
Net Changes in Unreserved & Undesignated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Ending Unreserved & Undesignated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Changes in Reserved & Designated Funds Available				
Beginning Reserved & Designated Funds Available	**$ 1,016,823**	**$ 1,210,863**	**$ 1,563,139**	**$ 1,669,706**
Decreases in Reserved & Designated	-	-	-	(19,249)
Increases in Reserved & Designated	194,040	352,276	106,567	-
Net Changes in Reserved & Designated Funds Available	**$ 194,040**	**$ 352,276**	**$ 106,567**	**$ (19,249)**
Ending Reserved & Designated Funds Available	**$ 1,210,863**	**$ 1,563,139**	**$ 1,669,706**	**$ 1,650,457**
Total Ending Funds Available				
Total Beginning Funds Available	**$ 1,016,823**	**$ 1,210,863**	**$ 1,563,139**	**$ 1,669,706**
Changes in Unreserved & Undesignated Funds Available	-	-	-	-
Changes in Reserved & Designated Funds Available	194,040	352,276	106,567	(19,249)
Net Changes in Funds Available	**$ 194,040**	**$ 352,276**	**$ 106,567**	**$ (19,249)**
Total Ending Funds Available	**$ 1,210,863**	**$ 1,563,139**	**$ 1,669,706**	**$ 1,650,457**

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

DEBT SERVICE GENERAL OBLIGATION FUND DETAIL

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Reserved & Designated Funds Available Detail				
Beginning Reserved & Designated Funds Available				
Reserved for Debt Service	$ 1,016,823	$ 1,210,863	$ 1,563,139	$ 1,669,706
Total Beginning Reserved & Designated Funds Available	**$ 1,016,823**	**$ 1,210,863**	**$ 1,563,139**	**$ 1,669,706**
Decreases (Uses) of Reserved & Designated Funds Available				
Reserved for Debt Service	$ -	$ -	$ -	$ 19,249
Total Decreases in Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ 19,249**
Increases of Reserved & Designated Funds Available				
Reserved for Debt Service	$ 194,040	$ 352,276	$ 106,567	$ -
Total Increases in Reserved & Designated Funds Available	**$ 194,040**	**$ 352,276**	**$ 106,567**	**$ -**
Ending Reserved & Designated Funds Available				
Reserved for Debt Service	$ 1,210,863	$ 1,563,139	$ 1,669,706	$ 1,650,457
Total Ending Reserved & Designated Funds Available	**$ 1,210,863**	**$ 1,563,139**	**$ 1,669,706**	**$ 1,650,457**

Revenue & Expenditure Detail by Category				
Revenues				
Taxes	$ 6,368,244	$ 6,414,180	$ 6,280,501	$ 6,297,783
Investment Income	156,157	196,226	106,241	104,300
Total Revenues	**$ 6,524,401**	**$ 6,610,406**	**$ 6,386,742**	**$ 6,402,083**
Expenditures				
Supplies & Services	$ 61,900	$ 62,102	$ 66,000	$ 66,000
Debt Related	7,936,561	7,957,128	7,975,275	7,992,432
Total Expenditures	**$ 7,998,461**	**$ 8,019,230**	**$ 8,041,275**	**$ 8,058,432**

DEBT SERVICE GENERAL OBLIGATION FUND

	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Long Range Outlook							
Revenues	$ 8,371,506	$ 8,147,842	$ 8,163,183	$ 7,668,098	$ 7,696,745	$ 7,714,617	$ 6,716,021
Expenditures - Operating	8,019,230	8,041,275	8,182,432	7,606,206	7,628,251	7,643,383	6,641,938
Expenditures - Capital	-	-	-	-	-	-	-
Surplus / (Deficit)	**$ 352,276**	**$ 106,567**	**$ (19,249)**	**$ 61,892**	**$ 68,494**	**$ 71,234**	**$ 74,083**
Beginning Funds Available	$ 1,210,863	$ 1,563,139	$ 1,669,706	$ 1,650,457	$ 1,712,349	$ 1,780,843	$ 1,852,077
Inc/(Dec) in Funds Available	352,276	106,567	(19,249)	61,892	68,494	71,234	74,083
Ending Funds Available	**$ 1,563,139**	**$ 1,669,706**	**$ 1,650,457**	**$ 1,712,349**	**$ 1,780,843**	**$ 1,852,077**	**$ 1,926,160**

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.

2007 and 2008 revenues and expenditures are projected to remain comparable to 2006. The majority of the expenditures in this fund are for the 2000 bonds. Accumulating interest income will continue to grow the balance of the fund. 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 2009, available interest earnings and excess transfer funds from the 1999 Sports Park Issue of $124,000 will be transferred to be used for balancing the Capital Projects Fund. This 1999 issue was not associated with a dedicated mill levy and therefore the excess funds can be used for any general purpose. The remaining three issues in the fund are associated with dedicated mill levies and have interest earnings restricted for purposes of debt service for the corresponding issue.

In 2010 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. In 2012, the Alameda Interchange bond will be paid off which is the reason for the decline in expenses in 2013.

DEBT SERVICE SPECIAL IMPROVEMENT DISTRICT FUND SUMMARY

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Sources and Uses of Funds				
Sources of Funds				
Revenues	$ 351,944	$ 393,899	$ 467,479	$ 391,856
Transfers In (from other funds)	-	-	-	-
From Decrease in Reserves & Designated Funds Available	30,000	-	-	26,565
Total Sources Before Decrease in Funds Available	**$ 381,944**	**$ 393,899**	**$ 467,479**	**$ 418,421**
From Decrease in Undesignated Funds Available	-	101,925	-	-
Total Sources	**$ 381,944**	**$ 495,824**	**$ 467,479**	**$ 418,421**
Uses of Funds				
Expenditures *	$ 264,147	$ 495,824	$ 336,940	$ 418,421
Transfers Out (to other funds)	-	-	-	-
To Increase Reserves & Designated Funds Available	-	-	26,565	-
Total Uses Before Increase in Funds Available	**$ 264,147**	**$ 495,824**	**$ 363,505**	**$ 418,421**
To Increase Undesignated Funds Available	117,797	-	103,974	-
Total Uses	**$ 381,944**	**$ 495,824**	**$ 467,479**	**$ 418,421**
Changes in Unreserved & Undesignated Funds Available				
Beginning Unreserved & Undesignated Funds Available	**$ 70,509**	**$ 188,306**	**$ 86,381**	**$ 190,355**
Revenues & Other Sources	381,944	393,899	467,479	418,421
Expenditures & Other Uses	(264,147)	(495,824)	(363,505)	(418,421)
Net Changes in Unreserved & Undesignated Funds Available	**$ 117,797**	**$ (101,925)**	**$ 103,974**	**$ -**
Ending Unreserved & Undesignated Funds Available	**$ 188,306**	**$ 86,381**	**$ 190,355**	**$ 190,355**
Changes in Reserved & Designated Funds Available				
Beginning Reserved & Designated Funds Available	**$ 30,000**	**$ -**	**$ -**	**$ 26,565**
Decreases in Reserved & Designated	(30,000)	-	-	(26,565)
Increases in Reserved & Designated	-	-	26,565	-
Net Changes in Reserved & Designated Funds Available	**$ (30,000)**	**$ -**	**$ 26,565**	**$ (26,565)**
Ending Reserved & Designated Funds Available	**$ -**	**$ -**	**$ 26,565**	**$ -**
Total Ending Funds Available				
Total Beginning Funds Available	**$ 100,509**	**$ 188,306**	**$ 86,381**	**$ 216,920**
Changes in Unreserved & Undesignated Funds Available	117,797	(101,925)	103,974	-
Changes in Reserved & Designated Funds Available	(30,000)	-	26,565	(26,565)
Net Changes in Funds Available	**$ 87,797**	**$ (101,925)**	**$ 130,539**	**$ (26,565)**
Total Ending Funds Available	**$ 188,306**	**$ 86,381**	**$ 216,920**	**$ 190,355**

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

**The Fence Financing Reserve was removed in 2006 as the $30,000 reserve was booked as funds from restricted assets and removed from funds available.

DEBT SERVICE SPECIAL IMPROVEMENT DISTRICT FUND DETAIL

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Reserved & Designated Funds Available Detail				
Beginning Reserved & Designated Funds Available				
Fence Financing Reserve	$ 30,000	$ -	$ -	$ -
Reserved for Planned Future Use	-	-	-	26,565
Total Beginning Reserved & Designated Funds Available	**$ 30,000**	**$ -**	**$ -**	**$ -**
Decreases (Uses) of Reserved & Designated Funds Available				
Fence Financing Reserve **	$ 30,000	$ -	$ -	$ -
Reserved for Planned Future Use	-	-	-	26,565
Total Decreases in Reserved & Designated Funds Available	**$ 30,000**	**$ -**	**$ -**	**$ 26,565**
Increases of Reserved & Designated Funds Available				
Fence Financing Reserve	$ -	$ -	$ -	$ -
Reserved for Planned Future Use	-	-	26,565	-
Total Increases in Reserved & Designated Funds Available	**$ -**	**$ -**	**$ 26,565**	**$ -**
Ending Reserved & Designated Funds Available				
Fence Financing Reserve	$ -	$ -	$ -	$ -
Reserved for Planned Future Use	-	-	26,565	-
Total Ending Reserved & Designated Funds Available	**$ -**	**$ -**	**$ 26,565**	**$ -**

Revenue & Expenditure Detail by Category				
Revenues				
Taxes	$ 273,591	$ 300,566	$ 333,923	$ 275,926
Interest Earnings	108,353	100,133	133,556	115,930
Funds from Restricted Assets	(30,000)	(6,800)	-	-
Total Revenues	**$ 351,944**	**$ 393,899**	**$ 467,479**	**$ 391,856**
Expenditures				
Supplies & Services	$ 133,466	$ 271,557	$ 111,125	$ 106,355
Debt Related	130,681	224,267	225,815	312,066
Total Expenditures	**$ 264,147**	**$ 495,824**	**$ 336,940**	**$ 418,421**

DEBT SERVICE SPECIAL IMPROVEMENT DISTRICT FUND

	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Long Range Outlook							
Revenues	$ 393,899	$ 467,479	$ 391,856	$ 536,432	$ 531,960	$ 521,179	$ 510,384
Expenditures - Operating	495,824	336,940	418,421	544,046	539,270	528,196	517,121
Expenditures - Capital	-	-	-	-	-	-	-
Surplus / (Deficit)	**$ (101,925)**	**$ 130,539**	**$ (26,565)**	**$ (7,614)**	**$ (7,310)**	**$ (7,017)**	**$ (6,737)**
Beginning Funds Available	$ 188,306	$ 86,381	$ 216,920	$ 190,355	$ 182,741	$ 175,431	$ 168,414
Inc/(Dec) in Funds Available	(101,925)	130,539	(26,565)	(7,614)	(7,310)	(7,017)	(6,737)
Ending Funds Available	**$ 86,381**	**$ 216,920**	**$ 190,355**	**$ 182,741**	**$ 175,431**	**$ 168,414**	**$ 161,677**

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. Funds available must be spent on debt service payments associated with the SIDs.

In 2007, revenues increased due to a high number of prepays for SID 1-04 (56th Avenue) and SID 2-03 (Dam West). Expenditures increased mostly resulting from $184,700 that was refunded for an assessment on property that was not developed in SID 1-04 (56th Avenue). Additional debt payments associated with SID 2-03 (Dam West) also increased expenditures.

The 2008 projection includes increases in revenues and expenditures associated with the start of debt payment for SID 1-05 (Ptarmigan).

In 2009, revenues decline due to the number of prepayments projected for 2008. Expenditures will increase 24.2 percent as the payment for the Ptarmigan SID increases to a full year debt payment with an additional $66,400 in debt service.

In 2010, expenditures and revenue increase as debt service begins for the Cherry Creek SID. In the long range plan, the gradual decline of fund balance is due to timing differences between revenues and expenditures.

DESIGNATED REVENUES FUND SUMMARY

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Sources and Uses of Funds				
Sources of Funds				
Revenues	$ 6,291,045	$ 7,928,762	$ 5,343,148	$ 6,187,280
Transfers In (From Other Funds)	7,663,438	4,080,978	3,502,309	4,347,292
From Decrease in Reserves & Designated Funds Available	4,744,104	3,485,553	5,981,269	-
Total Sources Before Decrease in Funds Available	**$ 18,698,587**	**$ 15,495,293**	**$ 14,826,726**	**$ 10,534,572**
From Decrease in Undesignated Funds Available	107,605	1,687,362	-	1,422,997
Total Sources	**$ 18,806,192**	**$ 17,182,655**	**$ 14,826,726**	**$ 11,957,569**
Uses of Funds				
Expenditures *	$ 6,922,250	$ 9,504,527	$ 11,053,404	$ 8,538,413
Transfers Out (To Other Funds)	2,467,082	2,041,726	2,115,149	2,111,999
To Increase Reserves & Designated Funds Available	9,416,860	5,636,402	10,824	1,307,157
Total Uses Before Increase in Funds Available	**$ 18,806,192**	**$ 17,182,655**	**$ 13,179,377**	**$ 11,957,569**
To Increase Undesignated Funds Available	-	-	1,647,349	-
Total Uses	**$ 18,806,192**	**$ 17,182,655**	**$ 14,826,726**	**$ 11,957,569**
Changes in Unreserved & Undesignated Funds Available				
Beginning Unreserved & Undesignated Funds Available	**$ 2,521,017**	**$ 2,413,412**	**$ 726,050**	**$ 2,373,400**
Revenues & Other Sources	18,698,587	15,495,293	14,826,726	10,534,572
Expenditures & Other Uses	(18,806,192)	(17,182,655)	(13,179,377)	(11,957,569)
Net Changes in Unreserved & Undesignated Funds Available	**$ (107,605)**	**$ (1,687,362)**	**$ 1,647,349**	**$ (1,422,997)**
Ending Unreserved & Undesignated Funds Available	**$ 2,413,412**	**$ 726,050**	**$ 2,373,400**	**$ 950,403**
Changes in Reserved & Designated Funds Available				
Beginning Reserved & Designated Funds Available	**$ 8,420,170**	**$ 13,092,926**	**$ 15,243,775**	**$ 9,273,330**
Decreases in Reserved & Designated	(4,744,104)	(3,485,553)	(5,981,269)	-
Increases in Reserved & Designated	9,416,860	5,636,402	10,824	1,307,157
Net Changes in Reserved & Designated Funds Available	**$ 4,672,756**	**$ 2,150,849**	**$ (5,970,445)**	**$ 1,307,157**
Ending Reserved & Designated Funds Available	**$ 13,092,926**	**$ 15,243,775**	**$ 9,273,330**	**$ 10,580,487**
Total Ending Funds Available				
Total Beginning Funds Available	**$ 10,941,187**	**$ 15,506,338**	**$ 15,969,825**	**$ 11,646,729**
Changes in Unreserved & Undesignated Funds Available	(107,605)	(1,687,362)	1,647,349	(1,422,997)
Changes in Reserved & Designated Funds Available	4,672,756	2,150,849	(5,970,445)	1,307,157
Net Changes in Funds Available	**$ 4,565,151**	**$ 463,488**	**$ (4,323,096)**	**$ (115,840)**
Total Ending Funds Available	**$ 15,506,338**	**$ 15,969,825**	**$ 11,646,729**	**$ 11,530,889**

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

DESIGNATED REVENUES FUND DETAIL

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Reserved & Designated Funds Available Detail				
Beginning Reserved & Designated Funds Available				
Reserve for Capital Expenditure	$ -	$ -	$ -	$ 10,824
Reserved by Agreements	4,676,066	9,607,373	11,025,859	9,262,506
Other Designations	3,744,104	3,485,553	4,217,916	-
Total Beginning Reserved & Designated Funds Available	**$ 8,420,170**	**$ 13,092,926**	**$ 15,243,775**	**$ 9,273,330**
Decreases (Uses) of Reserved & Designated Funds Available				
Reserve for Capital Expenditure	$ 1,000,000	$ -	$ -	
Reserved by Agreements	-	-	1,763,353	-
Other Designations	3,744,104	3,485,553	4,217,916	-
Total Decreases in Reserved & Designated Funds Available	**$ 4,744,104**	**$ 3,485,553**	**$ 5,981,269**	**$ -**
Increases of Reserved & Designated Funds Available				
Reserve for Capital Expenditure	$ 1,000,000	$ -	$ 10,824	$ 124,697
Reserved by Agreements	4,931,307	1,418,486	-	1,182,460
Other Designations	3,485,553	4,217,916	-	-
Total Increases in Reserved & Designated Funds Available	**$ 9,416,860**	**$ 5,636,402**	**$ 10,824**	**$ 1,307,157**
Ending Reserved & Designated Funds Available				
Reserve for Capital Expenditure	$ -	$ -	$ 10,824	$ 135,521
Reserve by Agreements	9,607,373	11,025,859	9,262,506	10,444,966
Other Designations	3,485,553	4,217,916	-	-
Total Ending Reserved & Designated Funds Available	**$ 13,092,926**	**$ 15,243,775**	**$ 9,273,330**	**$ 10,580,487**

Revenue & Expenditure Detail by Category				
Revenues				
Charges for Services	$ 1,595,244	$ 1,831,942	$ 1,198,500	$ 2,473,814
Fines and Forfeitures	1,323,256	2,026,135	1,395,842	1,753,742
Intergovernmental	496,720	494,292	360,717	532,100
Investment Income	927,680	861,755	462,226	255,126
License and Permits	120,956	73,514	61,561	34,500
Other Revenues	1,827,189	2,641,124	1,864,302	1,137,998
Total Revenues	**$ 6,291,045**	**$ 7,928,762**	**$ 5,343,148**	**$ 6,187,280**
Expenditures				
Personal Services	$ 1,898,935	$ 2,217,328	$ 2,378,528	$ 2,307,559
Supplies & Services	4,078,357	3,649,615	4,102,993	5,822,128
Interfund Charges	33,591	38,751	40,997	43,356
Capital Related	83,367	18,371	32,361	15,370
Capital Projects (Continuing Appropriation)	828,000	3,580,462	4,498,525	350,000
Total Expenditures	**$ 6,922,250**	**$ 9,504,527**	**$ 11,053,404**	**$ 8,538,413**

Designated Revenues Fund

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, DIA Noise settlement funds, and the Art District Loan Program are examples of Designated Revenue Fund uses.

In 2007, revenues, excluding transfers, increased $1.6 million (26.0 percent) due primarily to additional revenue from the redevelopment activities in Development Services and debt cost salaries in Finance. Transfers in decreased $3.6 million (46.7 percent), primarily due to the 2006 one-time transfers from the Capital Projects Fund not recurring. Non-departmental experienced a revenue decrease in Noise revenues, and Public Works a significant decrease in traffic impact fees. Total expenditures, excluding transfers, increased $2.6 million (37.3 percent) primarily due to capital projects. Transfers out decreased by $425,400 (17.2 percent), primarily due to a lower ACLC Lease Payment. Fund balance increased by $463,500 (3.0 percent).

For 2008, revenues, excluding transfers in, are projected to decrease $2.6 million (32.6 percent), with a decrease in Redevelopment Activities revenue in Development Services and debt salaries in Finance playing the largest role in the decrease. Transfers in are expected to decrease $578,700 (14.1 percent), due to a drop in incentive-related transfers offset by an additional amount for Visitors Promotion Advisory Board and an additional $250,000 transfer from the Capital Projects Fund for technology enhancements. Expenditures, excluding transfers, are expected to increase $1.5 million (16.3 percent), due to capital expenditure decreases being offset by operating expenditures. The largest contributors to expenditures are developer incentives, Fitzsimons Redevelopment and the revolving Art District Loan programs. Transfers out are expected to remain relatively unchanged. Funds available is expected to decrease $4.3 million (27.0 percent) in 2008.

In 2009, revenues, excluding transfers in, are projected to increase by $844,100 (15.8 percent). Included in the revenue increase is a $1.2 million estimate for proceeds from new capital impact fees resulting from the Development Cost Study. Transfers in are expected to rise by $845,000 (24.1 percent) due largely to future funding for the Green Fund, which is to be used to support projects for cost savings. Expenditures, excluding transfers out, are anticipated to decrease $2.5 million (22.8 percent) due to fewer capital projects. Programmatically, the largest use of funds is linked to TV equipment upgrades, debt cost salaries in Finance, Community Tree Fund, Restricted Breeds, and Art District Revolving Loans. Funds available are projected to decrease $115,800 (1.0 percent).

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

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Sources and Uses of Funds				
Sources of Funds				
Revenues	$ 10,493,934	$ 10,867,599	$ 7,323,915	$ 7,755,396
Transfers In (from other funds)	-	-	-	-
Transfer from Adds	-	-	-	606,000
From Decrease in Reserves & Designated Funds Available	59,766	13,303	2,959,042	1,086,975
Total Sources Before Decrease in Funds Available	**$ 10,553,700**	**$ 10,880,902**	**$ 10,282,957**	**$ 9,448,371**
From Decrease in Undesignated Funds Available	-	-	-	-
Total Sources	**$ 10,553,700**	**$ 10,880,902**	**$ 10,282,957**	**$ 9,448,371**
Uses of Funds				
Expenditures *	$ 8,891,443	$ 9,005,672	$ 8,585,540	$ 8,148,183
Transfers Out (to other funds)	1,662,257	1,875,230	1,697,417	1,300,188
To Increase Reserves & Designated Funds Available	-	-	-	-
Total Uses Before Increase in Funds Available	**$ 10,553,700**	**$ 10,880,902**	**$ 10,282,957**	**$ 9,448,371**
To Increase Undesignated Funds Available	-	-	-	-
Total Uses	**$ 10,553,700**	**$ 10,880,902**	**$ 10,282,957**	**$ 9,448,371**
Changes in Unreserved & Undesignated Funds Available				
Beginning Unreserved & Undesignated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Revenues & Other Sources	10,553,700	10,880,902	10,282,957	9,448,371
Expenditures & Other Uses	(10,553,700)	(10,880,902)	(10,282,957)	(9,448,371)
Net Changes in Unreserved & Undesignated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Ending Unreserved & Undesignated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Changes in Reserved & Designated Funds Available**				
Beginning Reserved & Designated Funds Available	**$ 5,189,103**	**$ 5,129,337**	**$ 5,116,034**	**$ 2,156,992**
Decreases in Reserved & Designated	(59,766)	(13,303)	(2,959,042)	(1,086,975)
Increases in Reserved & Designated	-	-	-	-
Net Changes in Reserved & Designated Funds Available	**$ (59,766)**	**$ (13,303)**	**$ (2,959,042)**	**$ (1,086,975)**
Ending Reserved & Designated Funds Available	**$ 5,129,337**	**$ 5,116,034**	**$ 2,156,992**	**$ 1,070,017**
Total Ending Funds Available				
Total Beginning Funds Available	**$ 5,189,103**	**$ 5,129,337**	**$ 5,116,034**	**$ 2,156,992**
Changes in Unreserved & Undesignated Funds Available	-	-	-	-
Changes in Reserved & Designated Funds Available	(59,766)	(13,303)	(2,959,042)	(1,086,975)
Net Changes in Funds Available	**$ (59,766)**	**$ (13,303)**	**$ (2,959,042)**	**$ (1,086,975)**
Total Ending Funds Available	**$ 5,129,337**	**$ 5,116,034**	**$ 2,156,992**	**$ 1,070,017**

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

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

DEVELOPMENT REVIEW FUND DETAIL

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Reserved & Designated Funds Available Detail				
Beginning Reserved & Designated Funds Available				
Contingency Reserve	$ 5,189,103	$ 5,129,337	$ 5,116,034	$ 2,156,992
Total Beginning Reserved & Designated Funds Available	**$ 5,189,103**	**$ 5,129,337**	**$ 5,116,034**	**$ 2,156,992**
Decreases (Uses) of Reserved & Designated Funds Available				
Contingency Reserve	$ 59,766	$ 13,303	$ 2,959,042	$ 1,086,975
Total Decreases in Reserved & Designated Funds Available	**$ 59,766**	**$ 13,303**	**$ 2,959,042**	**$ 1,086,975**
Increases of Reserved & Designated Funds Available				
Contingency Reserve	$ -	$ -	$ -	$ -
Total Increases in Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Ending Reserved & Designated Funds Available				
Contingency Reserve	$ 5,129,337	$ 5,116,034	$ 2,156,992	$ 1,070,017
Total Ending Reserved & Designated Funds Available	**$ 5,129,337**	**$ 5,116,034**	**$ 2,156,992**	**$ 1,070,017**

Revenue & Expenditure Detail by Category				
Revenues				
Charges for Services	$ 1,976,109	$ 3,916,843	$ 1,677,081	$ 1,657,795
Licenses & Permits	8,241,989	6,707,815	5,419,394	5,936,474
Other Revenues	275,836	242,941	227,440	161,127
Total Revenues	**$ 10,493,934**	**$ 10,867,599**	**$ 7,323,915**	**$ 7,755,396**
Expenditures				
Personal Services	$ 7,966,699	$ 8,517,142	$ 7,975,499	$ 7,444,897
Supplies & Services	700,203	270,477	393,815	490,142
Interfund Charges	168,716	201,300	216,226	213,144
Capital Related	55,825	16,753	-	-
Total Expenditures	**$ 8,891,443**	**$ 9,005,672**	**$ 8,585,540**	**$ 8,148,183**

DEVELOPMENT REVIEW FUND

	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Long Range Outlook							
Revenues	$ 10,867,599	$ 7,323,915	$ 8,361,396	$ 11,049,489	$ 11,976,067	$ 12,868,441	$ 13,441,290
Expenditures - Operating	10,880,902	10,282,957	9,448,371	9,764,360	10,615,010	11,235,493	11,877,309
Expenditures - Capital	-	-	-	-	-	-	-
Surplus / (Deficit)	**$ (13,303)**	**$ (2,959,042)**	**$ (1,086,975)**	**$ 1,285,129**	**$ 1,361,057**	**$ 1,632,948**	**$ 1,563,981**
Beginning Funds Available	$ 5,129,337	$ 5,116,034	$ 2,156,992	$ 1,070,017	$ 2,355,146	$ 3,716,203	$ 5,349,151
Inc/(Dec) in Funds Available	(13,303)	(2,959,042)	(1,086,975)	1,285,129	1,361,057	1,632,948	1,563,981
Ending Funds Available	**$ 5,116,034**	**$ 2,156,992**	**$ 1,070,017**	**$ 2,355,146**	**$ 3,716,203**	**$ 5,349,151**	**$ 6,913,132**

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, permits, and 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 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 2007, revenue increased $373,700 (3.6 percent) due to indexing of fees with inflation and the collection of fees for City projects, with expenditures being held at $327,200 over 2006. Personal services expenditures increased $550,400 (6.9 percent), primarily due to a market pay adjustment occurring in late 2006, offset by the impact of a hard hiring freeze and elimination of discretionary positions added in 2006. Supplies and services declined $429,700 (61.3 percent) in response to the revenue decrease. Capital related costs are expected to be eliminated. Transfers out increased $213,000 as a $238,200 charge to overhead for 4.0 additional positions in Parks and Open Space, offset by a decrease in the transfer to the General Fund due to the decrease in spending for discretionary (contract) positions. Ending funds available remained unchanged from 2006 at $5.1 million.

In 2008, revenue are projected to decline $3.5 million (32.6 percent) from 2007, due to continuing construction declines which began in 2007. Personal services expenditures are projected to be reduced $541,700 (6.4 percent) from vacancy savings and a hard hiring freeze. Supplies are expected to increase $123,300 (45.6 percent) as one-time cuts in professional services that were made in 2007 are not able to be matched in 2008. Transfers are projected to decrease $177,800. Funds available are expected to decrease by $3.0 million (57.8 percent) in 2008.

For 2009, revenue, excluding transfers, increases $431,500 (5.9 percent) over the 2008 projection mainly due to a 3.5 percent index in fees. A reimbursement of $606,000 for the four years of payment of NABA, AEDC and ACED, funded by the transfer from the General Fund is also included in the revenue proposal. Personal services expenditures decrease $530,700 (6.7%) after health insurance and pay increases, that are offset by cutting 31.5 vacant and 4 filled positions. Of the vacant positions cut, 6.5 employees were retained by moving them to vacant positions in other funds. Supplies and services are expected to increase $96,300 (24.5 percent). Funds available is expected to decrease to $1.1 million (50.3 percent) in 2009.

The pro forma projects future year expenditures are based on 2009 projection amounts, with personal services and utilities increasing inline with historical increases. The revenue assumptions for the pro forma are based on a similar construction activity as assumed in the General Fund revenue projection. These projections also assume that the NABA, AEDC, and ACED funding remains in the General Fund. Assuming this revenue stream, approximately $500,000 in funding for the cut positions could be added starting in 2011, while keeping funds available between three and six months worth of projected expenditures in those years.

EMERGENCY CONTINGENCY FUND SUMMARY

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Sources and Uses of Funds				
Sources of Funds				
Revenues	$ 32,340	$ 38,963	$ 35,000	$ 30,283
Transfers In (from other funds)	338,850	-	-	-
From Decrease in Reserves & Designated Funds Available	-	-	-	-
Total Sources Before Decrease in Funds Available	**$ 371,190**	**$ 38,963**	**$ 35,000**	**$ 30,283**
From Decrease in Undesignated Funds Available	-	-	3,378	-
Total Sources	**$ 371,190**	**$ 38,963**	**$ 38,378**	**$ 30,283**
Uses of Funds				
Expenditures*	$ -	$ -	$ -	$ -
Transfers Out (to other funds)	338,850	36,000	38,378	-
To Increase Reserves & Designated Funds Available	-	-	-	-
Total Uses Before Increase in Funds Available	**$ 338,850**	**$ 36,000**	**$ 38,378**	**$ -**
To Increase Undesignated Funds Available	32,340	2,963	-	30,283
Total Uses	**$ 371,190**	**$ 38,963**	**$ 38,378**	**$ 30,283**
Changes in Unreserved & Undesignated Funds Available				
Beginning Unreserved & Undesignated Funds Available	**$ 775,620**	**$ 807,960**	**$ 810,923**	**$ 807,545**
Revenues & Other Sources	371,190	38,963	35,000	30,283
Expenditures & Other Uses	338,850	36,000	38,378	-
Net Changes in Unreserved & Undesignated Funds Available	**$ 32,340**	**$ 2,963**	**$ (3,378)**	**$ 30,283**
Ending Unreserved & Undesignated Funds Available	**$ 807,960**	**$ 810,923**	**$ 807,545**	**$ 837,828**
Changes in Reserved & Designated Funds Available				
Beginning Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Decreases in Reserved & Designated	-	-	-	-
Increases in Reserved & Designated	-	-	-	-
Net Changes in Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Ending Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Total Ending Funds Available				
Total Beginning Funds Available	**$ 775,620**	**$ 807,960**	**$ 810,923**	**$ 807,545**
Changes in Unreserved & Undesignated Funds Available	32,340	2,963	(3,378)	30,283
Changes in Reserved & Designated Funds Available	-	-	-	-
Net Changes in Funds Available	**$ 32,340**	**$ 2,963**	**$ (3,378)**	**$ 30,283**
Total Ending Funds Available	**$ 807,960**	**$ 810,923**	**$ 807,545**	**$ 837,828**
Revenue & Expenditure Detail by Category				
Revenues				
Interest	$ 32,340	$ 38,963	$ 35,000	$ 30,283
Total Revenues	**$ 32,340**	**$ 38,963**	**$ 35,000**	**$ 30,283**
Expenditures				
Expenditures	$ -	$ -	$ -	$ -
Total Expenditures	**$ -**	**$ -**	**$ -**	**$ -**

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

EMERGENCY CONTINGENCY FUND DETAIL

	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Long Range Outlook							
Revenues	$ 38,963	$ 35,000	$ 30,283	$ 27,229	$ 34,602	$ 35,986	$ 37,426
Expenditures - Operating	36,000	38,378	-	-	-	-	-
Expenditures - Capital	-	-	-	-	-	-	-
Surplus / (Deficit)	**$ 2,963**	**$ (3,378)**	**$ 30,283**	**$ 27,229**	**$ 34,602**	**$ 35,986**	**$ 37,426**
Beginning Funds Available	$ 807,960	$ 810,923	$ 807,545	$ 837,828	$ 865,057	$ 899,660	$ 935,646
Inc/(Dec) in Funds Available	2,963	(3,378)	30,283	27,229	34,602	35,986	37,426
Ending Funds Available	**$ 810,923**	**$ 807,545**	**$ 837,828**	**$ 865,057**	**$ 899,660**	**$ 935,646**	**$ 973,072**

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. For 2007 and 2008, Council made the decision to send the interest from this fund to the General Fund for police recruitment bonuses (2007) and to assist in overall balancing (2008). There are no anticipated expenditures in the 2009 adopted budget.

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 are recognized as a revenue source. The Emergency Contingency Fund was reimbursed $338,900 from a loan to Aid to Agencies, which was repaid in 2006. In the out-years, ending funds available will continue to increase even though interest rates projections decrease from a high of 4.25 percent in 2008 to 4.0 percent in 2011-2013. Under this assumption, interest earnings should increase the Emergency Contingency Fund balance to $973,100 by 2013.

ENHANCED E-911 FUND SUMMARY

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Sources and Uses of Funds				
Sources of Funds				
Revenues	$ 3,277,500	$ 2,768,329	$ 2,805,209	$ 2,888,619
Transfers In (from other funds)	1,046,140	1,710,000	1,710,000	1,710,000
From Decrease in Reserves & Designated Funds Available	1,535,596	4,583	100,494	1,211,937
Total Sources Before Decrease in Funds Available	**$ 5,859,236**	**$ 4,482,912**	**$ 4,615,703**	**$ 5,810,556**
From Decrease in Undesignated Funds Available	-	-	962,529	-
Total Sources	**$ 5,859,236**	**$ 4,482,912**	**$ 5,578,232**	**$ 5,810,556**
Uses of Funds				
Expenditures *	$ 2,154,603	$ 2,293,124	$ 2,908,521	$ 3,337,474
Transfers Out (to other funds)	1,708,632	1,705,482	1,707,182	2,473,082
To Increase Reserves & Designated Funds Available	4,583	349,902	962,529	-
Total Uses Before Increase in Funds Available	**$ 3,867,818**	**$ 4,348,508**	**$ 5,578,232**	**$ 5,810,556**
To Increase Undesignated Funds Available	1,991,418	134,404	-	-
Total Uses	**$ 5,859,236**	**$ 4,482,912**	**$ 5,578,232**	**$ 5,810,556**
Changes in Unreserved & Undesignated Funds Available				
Beginning Unreserved & Undesignated Funds Available	**$ 2,105,372**	**$ 4,096,790**	**$ 4,231,194**	**$ 3,268,665**
Revenues & Other Sources	5,859,236	4,482,912	4,615,703	5,810,556
Expenditures & Other Uses	(3,867,818)	(4,348,508)	(5,578,232)	(5,810,556)
Net Changes in Unreserved & Undesignated Funds Available	**$ 1,991,418**	**$ 134,404**	**$ (962,529)**	**$ -**
Ending Unreserved & Undesignated Funds Available	**$ 4,096,790**	**$ 4,231,194**	**$ 3,268,665**	**$ 3,268,665**
Changes in Reserved & Designated Funds Available				
Beginning Reserved & Designated Funds Available	**$ 1,535,596**	**$ 4,583**	**$ 349,902**	**$ 1,211,937**
Decreases in Reserved & Designated	(1,535,596)	(4,583)	(100,494)	(1,211,937)
Increases in Reserved & Designated	4,583	349,902	962,529	-
Net Changes in Reserved & Designated Funds Available	**$ (1,531,013)**	**$ 345,319**	**$ 862,035**	**$ (1,211,937)**
Ending Reserved & Designated Funds Available	**$ 4,583**	**$ 349,902**	**$ 1,211,937**	**$ -**
Total Ending Funds Available				
Total Beginning Funds Available	**$ 3,640,968**	**$ 4,101,373**	**$ 4,581,096**	**$ 4,480,602**
Changes in Unreserved & Undesignated Funds Available	1,991,418	134,404	(962,529)	-
Changes in Reserved & Designated Funds Available	(1,531,013)	345,319	862,035	(1,211,937)
Net Changes in Funds Available	**$ 460,405**	**$ 479,723**	**$ (100,494)**	**$ (1,211,937)**
Total Ending Funds Available	**$ 4,101,373**	**$ 4,581,096**	**$ 4,480,602**	**$ 3,268,665**

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

ENHANCED E-911 FUND DETAIL

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Reserved & Designated Funds Available Detail				
Beginning Reserved & Designated Funds Available				
Reserved for Planned Future Use	$ 1,535,596	$ 4,583	$ 349,902	$ 1,211,937
Total Beginning Reserved & Designated Funds Available	**$ 1,535,596**	**$ 4,583**	**$ 349,902**	**$ 1,211,937**
Decreases (Uses) of Reserved & Designated Funds Available				
Reserved for Planned Future Use	$ 1,535,596	$ 4,583	$ 100,494	$ 1,211,937
Total Decreases in Reserved & Designated Funds Available	**$ 1,535,596**	**$ 4,583**	**$ 100,494**	**$ 1,211,937**
Increases of Reserved & Designated Funds Available				
Reserved for Planned Future Use	$ 4,583	$ 349,902	$ 962,529	$ -
Total Increases in Reserved & Designated Funds Available	**$ 4,583**	**$ 349,902**	**$ 962,529**	**$ -**
Ending Reserved & Designated Funds Available				
Reserved for Planned Future Use	$ 4,583	$ 349,902	$ 1,211,937	$ -
Total Ending Reserved & Designated Funds Available	**$ 4,583**	**$ 349,902**	**$ 1,211,937**	**$ -**

Revenue & Expenditure Detail by Category				
Revenues				
Charges for Services	$ 2,445,576	$ 2,513,859	$ 2,611,945	$ 2,751,776
Charge to Aurora Water - 800 MHz Communication System	663,860	-	-	-
Investment Income	168,064	214,875	193,264	136,843
Other Revenues	-	39,595	-	-
Total Revenues	**$ 3,277,500**	**$ 2,768,329**	**$ 2,805,209**	**$ 2,888,619**
Expenditures				
Personal Services	$ 367,391	$ 362,983	$ 409,341	$ 422,635
Supplies & Services	1,241,636	1,411,049	1,679,870	1,709,839
Capital Related	111,103	71,596	95,000	95,000
Capital Projects (Excl transfer for 800-MHz system payment)	434,473	447,496	724,310	1,110,000
Total Expenditures	**$ 2,154,603**	**$ 2,293,124**	**$ 2,908,521**	**$ 3,337,474**

ENHANCED E-911 FUND

	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Long Range Outlook							
Revenues	$ 4,478,329	$ 4,515,209	$ 4,598,619	$ 4,607,324	$ 4,661,770	$ 4,719,091	$ 4,732,937
Expenditures - Operating	1,845,628	2,184,211	2,993,874	2,326,370	2,430,259	2,539,419	2,654,148
Expenditures - Capital	2,152,978	2,431,492	2,816,682	2,474,051	2,229,970	3,293,616	3,331,854
Surplus / (Deficit)	**$ 479,723**	**$ (100,494)**	**$ (1,211,937)**	**$ (193,097)**	**$ 1,541**	**$ (1,113,944)**	**$ (1,253,065)**
Beginning Funds Available	$ 4,101,373	$ 4,581,096	$ 4,480,602	$ 3,268,665	$ 3,075,568	$ 3,077,109	$ 1,963,165
Inc/(Dec) in Funds Available	479,723	(100,494)	(1,211,937)	(193,097)	1,541	(1,113,944)	(1,253,065)
Ending Funds Available	**$ 4,581,096**	**$ 4,480,602**	**$ 3,268,665**	**$ 3,075,568**	**$ 3,077,109**	**$ 1,963,165**	**$ 710,100**

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 an annual transfer in from the Capital Projects Fund (CPF) for the debt service on the 800-MHz system. Capital expenditures noted above include the annual transfer out for the debt payment but are excluded for the fund summary where the debt payment is shown as a transfer out.

In 2007, revenue, excluding transfers in and other one-time revenue, increased $115,100 (4.4 percent). This is the result of a $68,300 (2.8 percent) improvement in surcharge collections and a $46,800 (27.9 percent) increase in investment income. Total expenditures, excluding transfers, increased $138,500 (6.4 percent) mainly due to increases relating to cellular maintenance and user charges and repair and maintenance for the radio system which was out of warranty for the first year. Funds available increased $479,700 (11.7 percent) from 2006, resulting in a fund balance of $4.6 million.

Revenues in 2008, excluding transfers, are projected to increase $76,500 (2.8 percent) while total expenditures, excluding transfers will increase $615,400 (26.8 percent) resulting in a decrease to the fund balance of $100,500 (2.2 percent). Personal services are projected to increase $46,400 (12.8 percent) due to the pay and benefit increases in accordance with City policy as well as employee turnover and associated wage increases. Supplies and services are projected to increase $268,800 (19.1 percent), mainly from a projection for repair and maintenance of the radio system which would cover potentially major issues. Also contributing is the expected increase in the Qwest tariff charged for providing 911 services and the additional charge for the new citizen notification capability. Capital related operating expenditures will increase $23,400 (32.7 percent). The capital project appropriation will increase $276,800 (61.9 percent) for the required upgrade to the 911 recording system and an annual increase in funding for the mobile data computer (MDC) replacement program.

The 2009 adopted budget includes an increase in revenue, excluding transfers, of $83,400 (3.0 percent). This revenue increase is driven by a 5.4 percent ($139,800) expected increase in surcharge collections based on the assumption that families will continue to replace land lines with cell phones which typically increases the number of lines per family, as well as the addition of the surcharge collections for Voice Over Internet Protocol (VOIP) telecommunications recently legislated. A decrease in investment income stemming from the interest rate projection and the use of fund balance partially offsets the surcharge increase. Total expenditures, excluding transfers, are expected to increase $429,000 (14.7 percent), driven by an increase of $385,700 (53.2 percent) included in the budget for capital appropriations such as the E911 answering system upgrade. There are also operating increases included driven by service and maintenance costs and a full year of the anticipated increases in Qwest charges for the tariff change and the citizen notification capability. The fund balance is expected to decrease for 2009 by $1.2 million (27.0 percent) for a balance of $3.3 million which is largely the result of a $766,400 transfer of fund balance to the General Fund to help cover Public Safety Communications expenditures in addition to the expenditure increases discussed above.

For the long term, fund balance is anticipated to drop significantly starting in 2012 due to the planned capital outlay for the 800 MHz portable and mobile replacement program but remain positive for each of the five projected years. The delay of significant new capital projects as well as a less aggressive replacement plan for the MDC infrastructure has improved the solvency of the fund over previous year's projections. Revenue from the emergency telephone surcharges for 2010 through 2013 is projected to increase at a conservative rate of 2.0 percent each year and operating expenditures are also projected to increase annually at historical rates.

FLEET MANAGEMENT FUND SUMMARY

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Sources and Uses of Funds				
Sources of Funds				
Revenues**	$ 7,386,926	$ 7,592,236	$ 8,615,072	$ 9,574,895
Transfers In (from other funds)	7,400	275,000	234,000	-
From Decrease in Reserves & Designated Funds Available	-	-	-	-
Total Sources Before Decrease in Funds Available	**$ 7,394,326**	**$ 7,867,236**	**$ 8,849,072**	**$ 9,574,895**
From Decrease in Undesignated Funds Available	-	49,443	7,667	-
Total Sources	**$ 7,394,326**	**$ 7,916,679**	**$ 8,856,739**	**$ 9,574,895**
Uses of Funds				
Expenditures*	$ 7,025,861	$ 7,916,679	$ 8,656,739	$ 9,445,359
Transfers Out (to other funds)	75,000	-	200,000	129,536
Expected 2008 Fall Supplemental for fuel related expenditures	-	-	-	-
To Increase Reserves & Designated Funds Available	-	-	-	-
Total Uses Before Increase in Funds Available	**$ 7,100,861**	**$ 7,916,679**	**$ 8,856,739**	**$ 9,574,895**
To Increase Undesignated Funds Available	293,465	-	-	-
Total Uses	**$ 7,394,326**	**$ 7,916,679**	**$ 8,856,739**	**$ 9,574,895**
Changes in Unreserved & Undesignated Funds Available				
Beginning Unreserved & Undesignated Funds Available	**$ 4,246**	**$ 297,711**	**$ 248,268**	**$ 240,601**
Revenues & Other Sources	7,394,326	7,867,236	8,849,072	9,574,895
Expenditures & Other Uses	(7,100,861)	(7,916,679)	(8,856,739)	(9,574,895)
Net Changes in Unreserved & Undesignated Funds Available	**$ 293,465**	**$ (49,443)**	**$ (7,667)**	**$ -**
Ending Unreserved & Undesignated Funds Available	**$ 297,711**	**$ 248,268**	**$ 240,601**	**$ 240,601**
Changes in Reserved & Designated Funds Available				
Beginning Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Decreases in Reserved & Designated	-	-	-	-
Increases in Reserved & Designated	-	-	-	-
Net Changes in Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Ending Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Total Ending Funds Available				
Total Beginning Funds Available	**$ 4,246**	**$ 297,711**	**$ 248,268**	**$ 240,601**
Changes in Unreserved & Undesignated Funds Available	293,465	(49,443)	(7,667)	-
Changes in Reserved & Designated Funds Available	-	-	-	-
Net Changes in Funds Available	**$ 293,465**	**$ (49,443)**	**$ (7,667)**	**$ -**
Total Ending Funds Available	**$ 297,711**	**$ 248,268**	**$ 240,601**	**$ 240,601**

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

** The 2006 Revenue in the fund summary is more than the CAFR by $349,329 in vehicle auction proceeds. The 2006 expenditures are more than the CAFR by $75,000, the budgeted transfer to the General Fund. This nets to a higher fund balance than reported in the CAFR by $274,324 for 2006. For 2007, budgeted revenue and expenditures generate variances to the CAFR in the opposite direction as 2006, netting out to a fund balance in agreement with the CAFR for 2007.

FLEET MANAGEMENT FUND DETAIL

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Reserved & Designated Funds Available Detail				
Beginning Reserved & Designated Funds Available				
Reserved for Planned Future Use	$ -	$ -	$ -	$ -
Total Beginning Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Decreases (Uses) of Reserved & Designated Funds Available				
Reserved for Planned Future Use	$ -	$ -	$ -	$ -
Total Decreases in Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Increases of Reserved & Designated Funds Available				
Reserved for Planned Future Use	$ -	$ -	$ -	$ -
Total Increases in Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Ending Reserved & Designated Funds Available				
Reserved for Planned Future Use	$ -	$ -	$ -	$ -
Total Ending Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**

Revenue & Expenditure Detail by Category				
Revenues				
Charges for Services	$ 7,021,622	$ 7,560,656	$ 8,591,636	$ 9,554,895
Proceeds for Sale of Assets	349,329	-	-	-
Investment Income	1,698	13,183	12,000	10,000
Other Revenues	14,277	18,397	11,436	10,000
Total Revenues	**$ 7,386,926**	**$ 7,592,236**	**$ 8,615,072**	**$ 9,574,895**
Expenditures				
Personal Services	$ 2,184,417	$ 2,307,604	$ 2,341,892	$ 2,504,976
Supplies & Services	4,766,325	5,582,112	6,286,596	6,838,506
Interfund Charges	15,513	26,963	28,251	27,947
Capital Related	59,606	-	-	73,930
Total Expenditures	**$ 7,025,861**	**$ 7,916,679**	**$ 8,656,739**	**$ 9,445,359**

FLEET MANAGEMENT FUND DETAIL

	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Long Range Outlook							
Revenues	$ 7,867,236	$ 8,849,072	$ 9,574,895	$ 10,411,073	$ 11,246,344	$ 12,157,802	$ 13,152,722
Expenditures - Operating	7,916,679	8,856,739	9,574,895	10,411,073	11,246,344	12,157,802	13,152,722
Expenditures - Capital	-	-	-	-	-	-	-
Surplus / (Deficit)	**$ (49,443)**	**$ (7,667)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Beginning Funds Available	$ 297,711	$ 248,268	$ 240,601	$ 240,601	$ 240,601	$ 240,601	$ 240,601
Inc/(Dec) in Funds Available	(49,443)	(7,667)	-	-	-	-	-
Ending Funds Available	**$ 248,268**	**$ 240,601**	**$ 240,601**	**$ 240,601**	**$ 240,601**	**$ 240,601**	**$ 240,601**

Fleet Management Fund

The Fleet Management Fund is responsible for the centralized fuel and maintenance costs for over 2,510 City-owned motorized vehicles and equipment. Operations are funded by charges to departments. The price of fuel and maintenance costs, which include labor; parts; and sublets, dramatically affects the costs to this fund. Beginning in 2008, vehicle auction proceeds began to be received directly by the General Fund instead of the Fleet Management Fund for accounting purposes. Proceeds are then transferred into the Fleet Management Fund and then either all or a portion are transferred back as a supplement to the General Fund.

In 2007, revenue excluding transfers in and auction proceeds increased $554,600 (7.9 percent) primarily as the result of the consecutive snow storms in early 2007 driving up revenue generated by both fuel consumption and extensive maintenance on heavy equipment. Although the pre-negotiated fuel price cap kept the impact of fuel price increases at a minimum, total expenditures, excluding transfers out, increased by $890,800 (12.7 percent) mainly due to escalating fuel and maintenance costs driven by usage. Personal services costs rose $123,200 (5.6 percent) as a result of the City pay and benefit increases as well as market adjustments made to wage rates. The reduction in a one-time 2006 capital related operating expenditures offset the increases by $59,600. Transfers out to the General Fund for auction proceeds remained at $75,000 for 2007. The fund balance decreased by $49,400 (16.6 percent) primarily due to the wage increases and bulk purchases of parts as a cost saving initiative at year end.

The 2008 projection assumes a $1.0 million (13.5 percent) increase in revenue, excluding transfers in and auction proceeds, primarily as a result of an unprecedented fuel expenditure increase of $935,900 (37.0 percent). The remainder of the increase is mainly maintenance related, offset partially by a decrease in other revenue such as trash truck fees, investment income, and insurance recoveries. Expenditures, excluding transfers out, are expected to increase $740,100 (9.4 percent) driven by the increase in supplies and services of $704,500 (12.6 percent) from the fuel and maintenance expenditures. Personal services will rise $34,300 (1.5 percent) as the net result of vacancy savings achieved through holding vacant positions offset by City pay and benefit increases. The benefits of several cost saving measures initiated in 2008 by Fleet Management will be exceeded by the substantial increases in fuel. The most note-worthy of these initiatives are: joint fuel price locks with the City and County of Denver, promoting departmental participation in developing fuel saving strategies which lead to the formation of a fuel task force, stretching out the preventative maintenance schedule, restructuring work hours for energy savings, and reducing outsourced repairs by 5 percent. Transfers out to the General Fund for auction proceeds will increase to $200,000 for 2008. The fund balance will decrease by $7,700 (3.1 percent).

The 2009 adopted budget includes an increase in revenue, excluding transfers in and auction proceeds, of $959,800 (11.1 percent). This increase is mainly the result of a projected increase in fuel prices as well as increases in overhead revenue. Expenditures, excluding transfers out, are increase $788,600 (9.1 percent). Supplies and services will increase $551,900 (8.8 percent) with $587,200 of this increase for fuel expenditures offset by reductions in other operating supplies. Personal services will have a net increase of $163,100 (7.0 percent) as a result of the reduction of one FTE offset by planned pay and benefit increases as well as the full funding of positions held vacant to produce savings in 2008. Capital related expenditures will increase by $73,900 (100.0 percent) primarily for a one-time add for $60,000 to replace the fuel dispensers at the central facility. Because all vehicle replacements have been eliminated from the adopted budget, no auction proceeds are included although some miscellaneous equipment and retained vehicles may be sold. The fund balance is anticipated to increase $32,000 (13.3 percent) due to the collection of other revenue anticipated for the year. This $32,000 in additional fund balance will be transferred in assist in balancing the General Fund.

The five-year outlook projects increasing revenues and expenditures from 2010 to 2013. 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: 3.5 percent growth in personal services salaries and related benefits; 10.0 percent growth in non-salary related benefits; 3.5 percent growth in temporary salaries and overtime costs; 10.0 percent growth in fuel prices; 9.0 percent increase in maintenance costs; 12.0 percent growth in utilities; and 12.0 percent growth in interfund charges. At this time, there are no forecasted needs for additional large operating 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 & GRANTS FUND SUMMARY

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Sources and Uses of Funds				
Sources of Funds				
Revenues	$ 12,131,337	$ 5,038,741	$ 5,595,787	$ 5,547,850
Transfers In (From Other Funds)	46,881	-	14,400	-
From Decrease in Reserves & Designated Funds Available	996,169	-	494,757	165,079
Total Sources Before Decrease in Funds Available	**$ 13,174,387**	**$ 5,038,741**	**$ 6,104,944**	**$ 5,712,929**
From Decrease in Undesignated Funds Available	-	-	-	-
Total Sources	**$ 13,174,387**	**$ 5,038,741**	**$ 6,104,944**	**$ 5,712,929**
Uses of Funds				
Expenditures *	$ 13,154,387	$ 4,516,785	$ 6,104,944	$ 5,712,929
Transfers Out (to other funds)	20,000	-	-	-
Adds	-	-	-	
To Increase Reserves & Designated Funds Available	-	521,956	-	-
Total Uses Before Increase in Funds Available	**$ 13,174,387**	**$ 5,038,741**	**$ 6,104,944**	**$ 5,712,929**
To Increase Undesignated Funds Available	-	-	-	-
Total Uses	**$ 13,174,387**	**$ 5,038,741**	**$ 6,104,944**	**$ 5,712,929**
Changes in Unreserved & Undesignated Funds Available				
Beginning Unreserved & Undesignated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Revenues & Other Sources	13,174,387	5,038,741	6,104,944	5,712,929
Expenditures & Other Uses	(13,174,387)	(5,038,741)	(6,104,944)	(5,712,929)
Net Changes in Unreserved & Undesignated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Ending Unreserved & Undesignated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Changes in Reserved & Designated Funds Available				
Beginning Reserved & Designated Funds Available	**$ 4,302,937**	**$ 3,306,768**	**$ 3,828,724**	**$ 3,333,967**
Decreases in Reserved & Designated	(996,169)	-	(494,757)	(165,079)
Increases in Reserved & Designated	-	521,956	-	-
Net Changes in Reserved & Designated Funds Available	**$ (996,169)**	**$ 521,956**	**$ (494,757)**	**$ (165,079)**
Ending Reserved & Designated Funds Available	**$ 3,306,768**	**$ 3,828,724**	**$ 3,333,967**	**$ 3,168,888**
Total Ending Funds Available				
Total Beginning Funds Available	**$ 4,302,937**	**$ 3,306,768**	**$ 3,828,724**	**$ 3,333,967**
Changes in Unreserved & Undesignated Funds Available	-	-	-	-
Changes in Reserved & Designated Funds Available	(996,169)	521,956	(494,757)	(165,079)
Net Changes in Funds Available	**$ (996,169)**	**$ 521,956**	**$ (494,757)**	**$ (165,079)**
Total Ending Funds Available	**$ 3,306,768**	**$ 3,828,724**	**$ 3,333,967**	**$ 3,168,888**

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

GIFTS & GRANTS FUND DETAIL

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Reserved & Designated Funds Available Detail				
Beginning Reserved & Designated Funds Available				
For Future Grant Expenditures	$ 4,302,937	$ 3,306,768	$ 3,828,724	$ 3,333,967
Total Beginning Reserved & Designated Funds Available	**$ 4,302,937**	**$ 3,306,768**	**$ 3,828,724**	**$ 3,333,967**
Decreases (Uses) of Reserved & Designated Funds Available				
For Future Grant Expenditures	$ 996,169	$ -	$ 494,757	$ 165,079
Total Decreases in Reserved & Designated Funds Available	**$ 996,169**	**$ -**	**$ 494,757**	**$ 165,079**
Increases of Reserved & Designated Funds Available				
For Future Grant Expenditures	$ -	$ 521,956	$ -	$ -
Total Increases in Reserved & Designated Funds Available	**$ -**	**$ 521,956**	**$ -**	**$ -**
Ending Reserved & Designated Funds Available				
For Future Grant Expenditures	$ 3,306,768	$ 3,828,724	$ 3,333,967	$ 3,168,888
Total Ending Reserved & Designated Funds Available	**$ 3,306,768**	**$ 3,828,724**	**$ 3,333,967**	**$ 3,168,888**

Revenue & Expenditure Detail by Category				
Revenues				
Intergovernmental	$ 3,611,830	$ 4,303,799	$ 4,255,189	$ 3,564,572
Charges for Services	3,873	930	105,000	323,353
Fines and Forfeitures	-	82	-	-
Investment income	91,795	82,074	101,123	2,550
Other Revenues	8,422,681	651,856	1,134,475	1,657,375
Proceeds from sale of assets	1,158	-	-	-
Total Revenues	**$ 12,131,337**	**$ 5,038,741**	**$ 5,595,787**	**$ 5,547,850**
Expenditures				
Personal Services	$ 1,313,485	$ 1,558,635	$ 880,686	$ 1,197,844
Supplies & Services	3,103,694	2,639,310	3,609,074	4,065,053
Interfund Charges	2,204	-	1,453	32
Capital Related	44,280	318,840	5,995	-
Capital Projects (Continuing Appropriation)	8,690,724	-	1,607,736	450,000
Total Expenditures	**$ 13,154,387**	**$ 4,516,785**	**$ 6,104,944**	**$ 5,712,929**

Gifts & Grants Fund

The Gifts & Grants Fund accounts for various gifts and grants made to the City from other governments or private parties, where the size or length of funding does not warrant establishing a separate fund. Sources of revenue for this fund can usually be categorized as either a gift, advance grant, formula grant, or reimbursable grant. 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; therefore all funds are reserved specifically for eligible uses as defined by grant agreements.

In 2007, revenues, excluding transfers, dropped $7.1 million (58.5 percent), largely due to the absence of the one-time Fitzsimons Landfill Cleanup revenue. Expenditures dropped $8.6 million (65.7 percent) for many of the same reasons. Excluding the effect of the Fitzsimons Landfill, revenues went up $678,300 (15.5 percent) and expenditures increased modestly. Funds available increased $522,000 (15.7 percent).

In 2008, revenues are projected to increase by $557,100 (11.1 percent), due primarily to increased grant revenue from Neighborhood Services and Library, Recreation and Cultural Services. Expenditures are also budgeted to increase, up $1.6 million, due principally to funding for capital projects. This increase in expenditures is largely due to a $900,000 DRCOG Traffic Signal System Improvement Program Grant Award. By the end of 2008, funds available is projected to decrease $494,800 (12.9 percent) to $3.3 million.

In 2009, revenues are anticipated to decline modestly by $47,900 (0.9 percent). The main source of revenues are intergovernmental grants. Due to the tightening economy, departments are expecting a decline in federal and state grant funding. Expenditures are expected to decline $392,000 (6.4 percent) due largely to decreased funding for capital projects. The fund balance is anticipated to remain relatively stable decreasing $165,100 (5.0 percent).

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

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Sources and Uses of Funds				
Sources of Funds				
Revenues	$ 9,338,506	$ 9,963,124	$ 9,854,700	$ 10,234,450
Transfers In (from other funds)	-	-	-	-
From Decrease in Reserves & Designated Funds Available	-	449,298	231,009	-
Total Sources Before Decrease in Funds Available	**$ 9,338,506**	**$ 10,412,422**	**$ 10,085,709**	**$ 10,234,450**
From Decrease in Undesignated Funds Available	809,253	-	3,916	-
Total Sources	**$ 10,147,759**	**$ 10,412,422**	**$ 10,089,625**	**$ 10,234,450**
Uses of Funds				
Expenditures *	$ 9,698,461	$ 10,162,593	$ 10,089,625	$ 10,082,278
Transfers Out (to other funds)	-	-	-	-
To Increase Reserves & Designated Funds Available	449,298	231,009	-	-
Total Uses Before Increase in Funds Available	**$ 10,147,759**	**$ 10,393,602**	**$ 10,089,625**	**$ 10,082,278**
To Increase Undesignated Funds Available	-	18,820	-	152,172
Total Uses	**$ 10,147,759**	**$ 10,412,422**	**$ 10,089,625**	**$ 10,234,450**
Changes in Unreserved & Undesignated Funds Available				
Beginning Unreserved & Undesignated Funds Available	**$ 1,367,831**	**$ 558,578**	**$ 577,398**	**$ 573,482**
Revenues & Other Sources	9,338,506	10,412,422	10,085,709	10,234,450
Expenditures & Other Uses	(10,147,759)	(10,393,602)	(10,089,625)	(10,082,278)
Net Changes in Unreserved & Undesignated Funds Available	**$ (809,253)**	**$ 18,820**	**$ (3,916)**	**$ 152,172**
Ending Unreserved & Undesignated Funds Available	**$ 558,578**	**$ 577,398**	**$ 573,482**	**$ 725,654**
Changes in Reserved & Designated Funds Available **				
Beginning Reserved & Designated Funds Available	**$ -**	**$ 449,298**	**$ 231,009**	**$ -**
Decreases in Reserved & Designated	-	(449,298)	(231,009)	-
Increases in Reserved & Designated	449,298	231,009	-	-
Net Changes in Reserved & Designated Funds Available	**$ 449,298**	**$ (218,289)**	**$ (231,009)**	**$ -**
Ending Reserved & Designated Funds Available	**$ 449,298**	**$ 231,009**	**$ -**	**$ -**
Total Ending Funds Available				
Total Beginning Funds Available	**$ 1,367,831**	**$ 1,007,876**	**$ 808,407**	**$ 573,482**
Changes in Unreserved & Undesignated Funds Available	(809,253)	18,820	(3,916)	152,172
Changes in Reserved & Designated Funds Available	449,298	(218,289)	(231,009)	-
Net Changes in Funds Available	**$ (359,955)**	**$ (199,469)**	**$ (234,925)**	**$ 152,172**
Total Ending Funds Available	**$ 1,007,876**	**$ 808,407**	**$ 573,482**	**$ 725,654**

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

** In 2006, reserved and designated funds available differ from the CAFR. The CAFR does not show the Saddle Rock bond reserve.

GOLF FUND DETAIL

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Reserved & Designated Funds Available Detail				
Beginning Reserved & Designated Funds Available				
Future Needs	$ -	$ 449,298	$ 231,009	$ -
Total Beginning Reserved & Designated Funds Available	**$ -**	**$ 449,298**	**$ 231,009**	**$ -**
Decreases (Uses) of Reserved & Designated Funds Available				
Future Needs	$ -	$ 449,298	$ 231,009	$ -
Total Decreases in Reserved & Designated Funds Available	**$ -**	**$ 449,298**	**$ 231,009**	**$ -**
Increases of Reserved & Designated Funds Available				
Future Needs	$ 449,298	$ 231,009	$ -	$ -
Total Increases in Reserved & Designated Funds Available	**$ 449,298**	**$ 231,009**	**$ -**	**$ -**
Ending Reserved & Designated Funds Available				
Future Needs	$ 449,298	$ 231,009	$ -	$ -
Total Ending Reserved & Designated Funds Available	**$ 449,298**	**$ 231,009**	**$ -**	**$ -**

Revenue & Expenditure Detail				
Revenues				
Charges for Services	$ 9,055,304	$ 9,332,169	$ 9,521,200	$ 10,024,450
Investment Income	111,642	122,602	128,000	130,000
Loan Proceeds	-	-	-	-
Other Revenues	186,509	500,521	205,500	80,000
Proceeds from Sale of Assets	1,753	58	-	-
Funds from Restricted Assets	(16,702)	7,774	-	-
Total Revenues	**$ 9,338,506**	**$ 9,963,124**	**$ 9,854,700**	**$ 10,234,450**
Expenditures				
Personal Services	$ 4,290,007	$ 4,487,630	$ 4,761,900	$ 4,887,184
Supplies & Services	3,328,587	3,344,226	3,685,025	3,610,060
Interfund Charges	158,387	163,939	181,000	179,324
Debt Related	1,461,681	1,500,473	1,266,900	1,175,710
Capital Related	114,799	283,825	84,800	100,000
Capital Projects (Continuing Appropriation)	345,000	382,500	110,000	130,000
Total Expenditures	**$ 9,698,461**	**$ 10,162,593**	**$ 10,089,625**	**$ 10,082,278**

GOLF FUND

	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Long Range Outlook							
Revenues	$ 9,963,124	$ 9,854,700	$ 10,234,450	$ 10,542,784	$ 10,860,419	$ 11,187,638	$ 11,524,729
Expenditures - Operating	9,780,093	9,979,625	9,952,278	10,281,398	10,745,529	11,234,153	11,749,185
Expenditures - Capital	382,500	110,000	130,000	150,000	130,000	130,000	130,000
Surplus / (Deficit)	**$ (199,469)**	**$ (234,925)**	**$ 152,172**	**$ 111,386**	**$ (15,110)**	**$ (176,515)**	**$ (354,456)**
Beginning Funds Available	$ 1,007,876	$ 808,407	$ 573,482	$ 725,654	$ 837,040	$ 821,930	$ 645,415
Inc/(Dec) in Funds Available	(199,469)	(234,925)	152,172	111,386	(15,110)	(176,515)	(354,456)
Ending Funds Available	**$ 808,407**	**$ 573,482**	**$ 725,654**	**$ 837,040**	**$ 821,930**	**$ 645,415**	**$ 290,959**

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 2007, operating expenditures, excluding debt related, increased $387,800 (4.9 percent) primarily due to a $197,600 (4.6 percent) increase in personal services from increases in pay and health insurance costs, and a $169,000 (147.2 percent) increase in capital related expenditures for equipment replacement at Saddle Rock and Murphy Creek golf courses. Debt related expenditures increased $38,800 (2.7 percent). Capital project appropriations increased $37,500 (10.9 percent) for upgrades to the Springhill irrigation system, and various facility and infrastructure enhancements. Total revenue increased $624,600 (6.7 percent) primarily due to a $276,900 (3.1 percent) increase in revenues from fees and the one-time remaining developer contribution for Saddle Rock Golf Course. Ending funds available decreased $199,500 (19.8 percent).

Total operating expenditures, excluding debt related, in 2008 are projected to increase $433,100 (5.2 percent) due to increases in personal services and supplies and services, partially offset by a decrease in capital related expenditures. Personal services are projected to increase $274,300 (6.1 percent) due to increases in pay and the cost of health insurance. Supplies and services are projected to increase $340,800 (10.2 percent) primarily due to the increased demand for water this year. Supplies and services are also projected to increase due to costs associated with the USGA 2008 Amateur Public Links Championship at Murphy Creek Golf Course which are expected to be fully offset by revenues related to the tournament. Capital related expenditures are projected to decrease $199,000 (70.1 percent) due to the decrease in equipment related expenditures at Saddle Rock and Murphy Creek golf courses. Debt related expenditures are projected to decrease $233,600 (15.6 percent) due to the restructuring of the Murphy Creek loan. Total capital appropriations are projected to decrease $272,500. Major capital projects include various facility and hardscape improvements. Total revenue is projected to decrease $108,400 (1.1 percent) due to a projected $189,000 (2.0 percent) increase in external charges for services offset by a projected decrease in miscellaneous revenues from the one-time developer contribution for Saddle Rock Golf Course that will not recur. Ending funds available are projected to decrease $234,900 (29.1 percent).

In 2009, operating expenditures excluding debt related, are expected to increase $63,800 (0.7 percent). This increase is due to increases in personal services and capital related expenditures offset by a decrease in supplies and services. Personal services are expected to increase $125,300 (2.6 percent) due to increases in pay and health insurance costs, as well as increases in temporary compensation. Capital related expenditures are expected to increase $15,200 (17.9 percent) related to equipment replacement at various golf courses. Supplies and services are expected to decrease $75,000 (2.0 percent) due to the 2008 USGA Amateur Public Links Championship that will not recur in 2009, partially offset by increases in utilities and supplies. Debt related expenditures are expected to decrease $91,200 (7.2 percent) due to the final payment of the Aurora Hills irrigation debt. Planned capital projects include water conservation projects, hardscape improvements, and various facility enhancements. Total revenue is expected to increase $379,800 (3.9 percent) due to a $503,300 (5.3 percent) in revenues from fees, partially offset by the decrease in miscellaneous revenues from the 2008 USGA tournament that will not recur in 2009.

The long term outlook shows the fund maintaining a consistent fund balance until 2012 when the revenue deficit begins to diminish fund balance. The fund is actively managed and management will take the necessary measures to ensure a positive available balance. Mandated costs for utilities, interfund charges, and personal services continue to increase at a rate higher than projected revenue. Revenue shortfalls will be addressed through a reevaluation of fees and related expenditures. The long range revenue estimates included in this outlook will provide debt coverage for the first lien debt, but could potentially fall below required levels for all debt.

PARKS DEVELOPMENT FUND SUMMARY

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Sources and Uses of Funds				
Sources of Funds				
Revenues	$ 1,113,563	$ 1,613,583	$ 25,000	$ 410,000
Transfers In (from other funds)	-	-	-	-
From Decrease in Reserves & Designated Funds Available	505,489	-	-	441,039
Total Sources Before Decrease in Funds Available	**$ 1,619,052**	**$ 1,613,583**	**$ 25,000**	**$ 851,039**
From Decrease in Undesignated Funds Available	-	-	1,896,934	-
Total Sources	**$ 1,619,052**	**$ 1,613,583**	**$ 1,921,934**	**$ 851,039**
Uses of Funds				
Expenditures *	$ (231,974)	$ 547,934	$ 1,702,505	$ 851,039
Transfers Out (to other funds)	919,808	-	-	-
To Increase Reserves & Designated Funds Available	-	221,610	219,429	-
Total Uses Before Increase in Funds Available	**$ 687,834**	**$ 769,544**	**$ 1,921,934**	**$ 851,039**
To Increase Undesignated Funds Available	931,218	844,039	-	-
Total Uses	**$ 1,619,052**	**$ 1,613,583**	**$ 1,921,934**	**$ 851,039**
Changes in Unreserved & Undesignated Funds Available				
Beginning Unreserved & Undesignated Funds Available	**$ 1,781,504**	**$ 2,712,722**	**$ 3,556,761**	**$ 1,659,827**
Revenues & Other Sources	1,619,052	1,613,583	25,000	851,039
Expenditures & Other Uses	(687,834)	(769,544)	(1,921,934)	(851,039)
Net Changes in Unreserved & Undesignated Funds Available	**$ 931,218**	**$ 844,039**	**$ (1,896,934)**	**$ -**
Ending Unreserved & Undesignated Funds Available	**$ 2,712,722**	**$ 3,556,761**	**$ 1,659,827**	**$ 1,659,827**
Changes in Reserved & Designated Funds Available				
Beginning Reserved & Designated Funds Available	**$ 505,489**	**$ -**	**$ 221,610**	**$ 441,039**
Decreases in Reserved & Designated	(505,489)	-	-	(441,039)
Increases in Reserved & Designated	-	221,610	219,429	-
Net Changes in Reserved & Designated Funds Available	**$ (505,489)**	**$ 221,610**	**$ 219,429**	**$ (441,039)**
Ending Reserved & Designated Funds Available	**$ -**	**$ 221,610**	**$ 441,039**	**$ -**
Total Ending Funds Available				
Total Beginning Funds Available	**$ 2,286,993**	**$ 2,712,722**	**$ 3,778,371**	**$ 2,100,866**
Changes in Unreserved & Undesignated Funds Available	931,218	844,039	(1,896,934)	-
Changes in Reserved & Designated Funds Available	(505,489)	221,610	219,429	(441,039)
Net Changes in Funds Available	**$ 425,729**	**$ 1,065,649**	**$ (1,677,505)**	**$ (441,039)**
Total Ending Funds Available	**$ 2,712,722**	**$ 3,778,371**	**$ 2,100,866**	**$ 1,659,827**

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

PARKS DEVELOPMENT FUND DETAIL

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Reserved & Designated Funds Available Detail				
Beginning Reserved & Designated Funds Available				
Reserved for Planned Use at Developments	$ 505,489	$ -	$ -	$ -
Reserved for Planned Future Use of Fund Balance	-	-	221,610	441,039
Total Beginning Reserved & Designated Funds Available	**$ 505,489**	**$ -**	**$ 221,610**	**$ 441,039**
Decreases (Uses) of Reserved & Designated Funds Available				
Reserved for Planned Use at Developments	$ 505,489	$ -	$ -	$ -
Reserved for Planned Future Use of Fund Balance	-	-	-	441,039
Total Decreases in Reserved & Designated Funds Available	**$ 505,489**	**$ -**	**$ -**	**$ 441,039**
Increases of Reserved & Designated Funds Available				
Reserved for Planned Use at Developments	$ -	$ -	$ -	$ -
Reserved for Planned Future Use of Fund Balance	-	221,610	219,429	-
Total Increases in Reserved & Designated Funds Available	**$ -**	**$ 221,610**	**$ 219,429**	**$ -**
Ending Reserved & Designated Funds Available				
Reserved for Planned Use at Developments	$ -	$ -	$ -	$ -
Reserved for Planned Future Use of Fund Balance	-	221,610	441,039	-
Total Ending Reserved & Designated Funds Available	**$ -**	**$ 221,610**	**$ 441,039**	**$ -**

Revenue & Expenditure Detail				
Revenues				
Developer Contributions	$ 539,750	$ 921,381	$ 300,000	$ 30,000
Investment Income	130,964	201,018	180,000	280,000
Other Revenues	442,849	491,184	(455,000)	100,000
Total Revenues	**$ 1,113,563**	**$ 1,613,583**	**$ 25,000**	**$ 410,000**
Expenditures				
Capital Projects (Continuing Appropriation)	$ (231,974)	$ 547,934	$ 1,702,505	$ 851,039
Total Expenditures	**$ (231,974)**	**$ 547,934**	**$ 1,702,505**	**$ 851,039**

PARKS DEVELOPMENT FUND

	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Long Range Outlook							
Revenues	$ 1,613,583	$ 25,000	$ 410,000	$ 305,000	$ 475,000	$ 500,000	$ 600,000
Expenditures - Operating	-	-	-	-	-	-	-
Expenditures - Capital	547,934	1,702,505	851,039	77,472	-	-	-
Surplus / (Deficit)	**$ 1,065,649**	**$ (1,677,505)**	**$ (441,039)**	**$ 227,528**	**$ 475,000**	**$ 500,000**	**$ 600,000**
Beginning Funds Available	$ 2,712,722	$ 3,778,371	$ 2,100,866	$ 1,659,827	$ 1,887,355	$ 2,362,355	$ 2,862,355
Inc/(Dec) in Funds Available	1,065,649	(1,677,505)	(441,039)	227,528	475,000	500,000	600,000
Ending Funds Available	**$ 3,778,371**	**$ 2,100,866**	**$ 1,659,827**	**$ 1,887,355**	**$ 2,362,355**	**$ 2,862,355**	**$ 3,462,355**

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.

In 2007, revenues increased $500,000 (44.9 percent). This was the result of a $381,600 (70.7 percent) increase in developer contributions and a $118,400 (20.6 percent) increase in other revenues including interest and annexation fees. Expenditures increased $780,000 due to the lapsing of capital appropriation in 2006 and the addition of new projects in 2007. Funded projects in 2007 included: Homestead Park and Carson Street Pond Park. Funds available increased $1.1 million (39.3 percent) in 2007.

Revenues are projected to decrease $1.6 million (98.5 percent) in 2008 due to a $621,400 (67.4 percent) decrease in developer contributions, a $946,200 (192.6 percent) decrease in annexation fees and a $21,100 (10.5 percent) decrease in investment income. The decrease in developer contribution revenue is related to the high variability of development. The 2008 and 2009 developer contributions are projected to account for this variability. The 2008 decrease in annexation fees is primarily due to the return of CornerStar revenues received in 2007 as necessitated by the development agreement. Expenditures are planned to increase $1.2 million (210.7 percent) due to new capital projects. Major 2008 park construction projects include: Red-tailed Hawk Park, Saddle Rock East Neighborhood Park, and East Quincy Highlands Neighborhood Park. Funds available are projected to decrease $1.7 million (44.4 percent) in 2008.

In 2009, revenues are budgeted to increase $385,000 (1,540.0 percent) due to a $270,000 (90.0 percent) decrease in developer contributions related to the slowdown in new development, offset by a $100,000 (55.6 percent) increase in investment income and a $555,000 (122.0 percent) increase in annexation fees. This increase is related to the refund of CornerStar revenues in 2008 that will not recur in 2009. Expenditures are planned to decrease $851,500 (50.0 percent) due to the capital projects that are planned for 2009. Major projects include: Red-tailed Hawk Park construction and Springhill Park construction. Funds available are expected to decrease $441,000 (21.0 percent) in 2009.

Planned capital expenditures are shown in the Parks and Open Space five-year capital plan included in the Capital section of this budget book. Upgrades at Bicentennial Park are planned for 2010. No specific projects are currently planned for 2011 - 2013. Fund balance will accumulate over the next five years and will be used in future land acquisition and park construction for specific areas according to the proximity of originating funds.

POLICY RESERVE FUND SUMMARY

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Sources and Uses of Funds				
Sources of Funds				
Revenues	$ 778,257	$ 935,910	$ 843,288	$ 798,740
Transfers In (from adds)	-	623,069	-	-
From Decrease in Reserves & Designated Funds Available	-	-	-	-
Total Sources Before Decrease in Funds Available	**$ 778,257**	**$ 1,558,979**	**$ 843,288**	**$ 798,740**
From Decrease in Undesignated Funds Available	-	-	-	-
Total Sources	**$ 778,257**	**$ 1,558,979**	**$ 843,288**	**$ 798,740**
Uses of Funds				
Expenditures *	$ -	$ -	$ -	$ -
Transfers Out (to other funds)	162,588	76,907	396,121	251,770
To Increase Reserves & Designated Funds Available	-	-	-	-
Total Uses Before Increase in Funds Available	**$ 162,588**	**$ 76,907**	**$ 396,121**	**$ 251,770**
To Increase Undesignated Funds Available	615,669	1,482,072	447,167	546,970
Total Uses	**$ 778,257**	**$ 1,558,979**	**$ 843,288**	**$ 798,740**
Changes in Unreserved & Undesignated Funds Available				
Beginning Unreserved & Undesignated Funds Available	**$ 18,754,830**	**$ 19,370,499**	**$ 20,852,571**	**$ 21,299,738**
Revenues & Other Sources	778,257	1,558,979	843,288	798,740
Expenditures & Other Uses	(162,588)	(76,907)	(396,121)	(251,770)
Net Changes in Unreserved & Undesignated Funds Available	**$ 615,669**	**$ 1,482,072**	**$ 447,167**	**$ 546,970**
Ending Unreserved & Undesignated Funds Available	**$ 19,370,499**	**$ 20,852,571**	**$ 21,299,738**	**$ 21,846,708**
Changes in Reserved & Designated Funds Available				
Beginning Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Decreases in Reserved & Designated	-	-	-	-
Increases in Reserved & Designated	-	-	-	-
Net Changes in Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Ending Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Total Ending Funds Available				
Total Beginning Funds Available	**$ 18,754,830**	**$ 19,370,499**	**$ 20,852,571**	**$ 21,299,738**
Changes in Unreserved & Undesignated Funds Available	615,669	1,482,072	447,167	546,970
Changes in Reserved & Designated Funds Available	-	-	-	-
Net Changes in Funds Available	**$ 615,669**	**$ 1,482,072**	**$ 447,167**	**$ 546,970**
Total Ending Funds Available	**$ 19,370,499**	**$ 20,852,571**	**$ 21,299,738**	**$ 21,846,708**
Revenue & Expenditure Detail by Category				
Revenues				
Interest	$ 778,257	$ 935,910	$ 843,288	$ 798,740
Total Revenues	**$ 778,257**	**$ 935,910**	**$ 843,288**	**$ 798,740**
Expenditures				
Expenditures	$ -	$ -	$ -	$ -
Total Expenditures	**$ -**	**$ -**	**$ -**	**$ -**

* Expenditures exclude prior year's carryovers

POLICY RESERVE FUND DETAIL

	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Long Range Outlook							
Revenues	$ 1,558,979	$ 843,288	$ 798,740	$ 714,893	$ 1,069,964	$ 1,211,427	$ 1,345,550
Expenditures - Operating	76,907	396,121	251,770	166,700	166,375	165,408	173,678
Expenditures - Capital	-	-	-	-	-	-	-
Surplus / (Deficit)	**$ 1,482,072**	**$ 447,167**	**$ 546,970**	**$ 548,193**	**$ 903,589**	**$ 1,046,019**	**$ 1,171,872**
Beginning Funds Available	$ 19,370,499	$ 20,852,571	$ 21,299,738	$ 21,846,708	$ 22,394,901	$ 23,298,490	$ 24,344,509
Inc/(Dec) in Funds Available	1,482,072	447,167	546,970	548,193	903,589	1,046,019	1,171,872
Ending Funds Available	**$ 20,852,571**	**$ 21,299,738**	**$ 21,846,708**	**$ 22,394,901**	**$ 23,298,490**	**$ 24,344,509**	**$ 25,516,381**

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. Prior to 2007, no transfer had 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. In 2007 though, the General Fund transferred $623,100 to the Policy Reserve Fund in order to allow the Policy Reserve Fund to meet its 10.0 percent requirement in the face of increasing General Fund expenditures. Due to the slowing economy and the negative effect on interest rates, interest is projected to decrease through 2009.

Starting in 2004 and continuing through the 2009 budget, surplus fund balance in the Policy Reserve Fund was transferred to the TABOR Reserve fund to cover projected shortfalls in that fund. For 2008, in addition to the transfer to the TABOR Reserve Fund, $293,000 in funds available is projected to be transferred to the General Fund in order to assist in balancing the fund. For 2009 Council authorized $150,000 for the same purpose. The table below shows the 10.0 percent requirement from 2006 to 2009. Note that the fund is slightly overfunded in 2009.

Year	Reserve Requirement
2006	$ 19,245,747
2007	$ 20,787,757
2008	$ 21,273,726
2009	$ 21,590,874

For 2010, the fund is expected to be adequately funded, but from 2011 to 2013, assuming a return to normal expenditure growth, average transfers of $493,000 from the General Fund, will be necessary to keep the Policy Reserve Fund in compliance, while allowing for transfers to cover the TABOR Reserve Fund.

PRINT SHOP FUND SUMMARY

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Sources and Uses of Funds				
Sources of Funds				
Revenues	$ 718,478	$ 733,990	$ 653,624	$ 701,884
New Revenue From Adds	-	-	-	-
Transfers In (from other funds)	500	-	-	-
From Decrease in Reserves & Designated Funds Available	-	-	-	29,083
Total Sources Before Decrease in Funds Available	**$ 718,978**	**$ 733,990**	**$ 653,624**	**$ 730,967**
From Decrease in Undesignated Funds Available	-			
Total Sources	**$ 718,978**	**$ 733,990**	**$ 653,624**	**$ 730,967**
Uses of Funds				
Expenditures *	$ 605,942	$ 647,454	$ 675,846	$ 730,967
To Increase Reserves & Designated Funds Available	-	-	29,083	-
Total Uses Before Increase in Funds Available	**$ 605,942**	**$ 647,454**	**$ 704,929**	**$ 730,967**
To Increase Undesignated Funds Available	113,036	86,536	-	-
Total Uses	**$ 718,978**	**$ 733,990**	**$ 704,929**	**$ 730,967**
Changes in Unreserved & Undesignated Funds Available				
Beginning Unreserved & Undesignated Funds Available	**$ 129,454**	**$ 242,490**	**$ 329,026**	**$ 277,721**
Revenues & Other Sources	718,978	733,990	653,624	730,967
Expenditures & Other Uses	(605,942)	(647,454)	(704,929)	(730,967)
Net Changes in Unreserved & Undesignated Funds Available	**$ 113,036**	**$ 86,536**	**$ (51,305)**	**$ -**
Ending Unreserved & Undesignated Funds Available	**$ 242,490**	**$ 329,026**	**$ 277,721**	**$ 277,721**
Changes in Reserved & Designated Funds Available				
Beginning Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ 29,083**
Decreases in Reserved & Designated	-	-	-	(29,083)
Increases in Reserved & Designated	-	-	29,083	-
Net Changes in Reserved & Designated Funds Available	**$ -**	**$ -**	**$ 29,083**	**$ (29,083)**
Ending Reserved & Designated Funds Available	**$ -**	**$ -**	**$ 29,083**	**$ -**
Total Ending Funds Available				
Total Beginning Funds Available	**$ 129,454**	**$ 242,490**	**$ 329,026**	**$ 306,804**
Changes in Unreserved & Undesignated Funds Available	113,036	86,536	(51,305)	-
Changes in Reserved & Designated Funds Available	-	-	29,083	(29,083)
Net Changes in Funds Available	**$ 113,036**	**$ 86,536**	**$ (22,222)**	**$ (29,083)**
Total Ending Funds Available	**$ 242,490**	**$ 329,026**	**$ 306,804**	**$ 277,721**

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

PRINT SHOP FUND DETAIL

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Reserved & Designated Funds Available Detail				
Beginning Reserved & Designated Funds Available				
Reserved for Planned Future Use	$ -	$ -	$ -	$ 29,083
Total Beginning Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ 29,083**
Decreases (Uses) of Reserved & Designated Funds Available				
Reserved for Planned Future Use	$ -	$ -	$ -	$ 29,083
Total Decreases in Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ 29,083**
Increases of Reserved & Designated Funds Available				
Reserved for Planned Future Use	$ -	$ -	$ 29,083	$ -
Total Increases in Reserved & Designated Funds Available	**$ -**	**$ -**	**$ 29,083**	**$ -**
Ending Reserved & Designated Funds Available				
Reserved for Planned Future Use	$ -	$ -	$ 29,083	$ -
Total Ending Reserved & Designated Funds Available	**$ -**	**$ -**	**$ 29,083**	**$ -**

Revenue & Expenditure Detail by Category				
Revenues				
Charges for Services	$ 711,477	$ 718,017	$ 639,402	$ 691,884
Other Revenues	7,001	15,973	14,222	10,000
Total Revenues	**$ 718,478**	**$ 733,990**	**$ 653,624**	**$ 701,884**
Expenditures				
Personal Services	$ 183,133	$ 200,000	$ 204,777	$ 200,804
Supplies & Services	378,610	421,349	464,092	523,018
Interfund Charges	5,557	6,792	6,977	7,145
Debt Related	38,642	19,313	-	-
Total Expenditures	**$ 605,942**	**$ 647,454**	**$ 675,846**	**$ 730,967**

PRINT SHOP FUND DETAIL

	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Long Range Outlook							
Revenues	$ 733,990	$ 653,624	$ 701,884	$ 722,641	$ 743,581	$ 764,130	$ 785,371
Expenditures - Operating	647,454	675,846	730,967	761,323	780,367	800,140	820,490
Surplus / (Deficit)	**$ 86,536**	**$ (22,222)**	**$ (29,083)**	**$ (38,682)**	**$ (36,786)**	**$ (36,010)**	**$ (35,119)**
Beginning Funds Available	$ 242,490	$ 329,026	$ 306,804	$ 277,721	$ 239,039	$ 202,253	$ 166,243
Inc/(Dec) in Funds Available	86,536	(22,222)	(29,083)	(38,682)	(36,786)	(36,010)	(35,119)
Ending Funds Available	**$ 329,026**	**$ 306,804**	**$ 277,721**	**$ 239,039**	**$ 202,253**	**$ 166,243**	**$ 131,124**

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.

In 2007, revenues increased $15,000 (2.1 percent) but had been expected to recover at a higher rate based on the restoration of 0.5 FTE and the investment into new and upgraded equipment such as the digital high volume direct press. The projected recovery was difficult to achieve given the increasing number of production issues with the City's obsolete high speed copier which broke down at the end of December 2007. This, and issues relating to the quality and capacity of the color copier, led to reliance on outside printing sources. Expenditures increased $41,500 (6.9 percent) with personal services accounting for $16,900 of the increase driven by the restoration of 0.5 FTE and an employee resignation who was paid for accumulated leave in accordance with City policy. Supplies and services also contributed with a $42,700 (11.3 percent) increase due to variable lease payments for the City's copier fleet of 140 machines and the placement of temporary production equipment. These increases were partially offset as the final payment for the high speed copier was made in February, reducing the debt related expenditures by $19,300 (50.0 percent). Despite the year's difficulties, funds available increased by $86,500 (35.7 percent) for a healthy fund balance of $329,000.

For 2008, revenues are projected to decrease $80,400 (11.0 percent). This loss of revenue is the result of an increased dependence on outside printing sources from four months of operating without a high speed copier. This projection includes a slight recovery of revenue driven by the short-term lease in April of a superior replacement copier. Expenditures are expected to increase for 2008 by $28,400 (4.4 percent). This is primarily due to a $42,700 (10.1 percent) increase in supplies and services to cover the short term lease payments for a new high speed black and white copier and the increased cost of paper. There is also a small increase of $4,800 (2.4 percent) projected in personal services. These increases will be partially offset by the reduction in debt related expenditures of $19,300 (100.0 percent). Because of the revenue difficulties and the necessary increased expenditures to remedy the capacity of the Print Shop to meet the needs of the City, $22,200 (6.8 percent) of fund balance will be used, resulting in a fund balance of $306,800.

The 2009 adopted budget includes a gradual recovery in revenues of $48,300 (7.4 percent). A conservative revenue position was taken because of the potential decrease in demand stemming from City-wide budget reductions and the anticipated reassessment and adjustment of the pricing structure. Total expenditures will increase $55,100 (8.2 percent) driven by the 12.7 percent ($58,900) increase in supplies and services to cover the long term lease payments for a new high speed black and white copier as described in the amendment. A 1.9 percent decrease in personal services expenditures caused by employee turnover slightly offset this increase by $4,000. As a result of the changes in revenue and expenditures for 2009, funds available is expected to decrease $29,100 (9.5 percent).

The five-year outlook projects a decrease in funds available over each of the next five years. Revenue is based on 2009 adopted amounts, along with an assumption of 3.8 percent for 2010 followed by 4.0 percent annual growth in investment income thereafter and 3.0 percent annual growth in revenues from charges for services, which represents a gradual recovery of lost revenues stemming from the difficulties in 2007. In addition to the reassessment and adjustment of the pricing structure, other steps may need be taken to achieve a balance of revenue and expenditures in the Print Shop Fund. These fund balance decreases are also affected by the following expenditure projection assumptions: 3.5 percent growth in personal services salaries and related benefits; 10.0 percent growth in non-salaries benefits; 3.5 percent growth in temporary salaries and overtime costs; 1.8 percent growth in supplies and services; and 12.0 percent growth in interfund charges.

RECREATION FUND SUMMARY

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Sources and Uses of Funds				
Sources of Funds				
Revenues	$ 3,933,799	$ 3,835,870	$ 4,073,393	$ 4,189,863
General Fund Subsidy	4,993,320	5,348,804	5,293,999	5,511,067
From Decrease in Reserves & Designated Funds Available	10,129	-	-	-
Total Sources Before Decrease in Funds Available	**$ 8,937,248**	**$ 9,184,674**	**$ 9,367,392**	**$ 9,700,930**
From Decrease in Undesignated Funds Available	28,018	-	-	-
Total Sources	**$ 8,965,266**	**$ 9,184,674**	**$ 9,367,392**	**$ 9,700,930**
Uses of Funds				
Expenditures*	$ 7,825,266	$ 8,003,067	$ 8,208,826	$ 8,545,915
Transfers Out (to other funds)	1,140,000	1,140,000	1,140,000	1,155,015
To Increase Reserved & Designated Funds Available	-	-	-	-
Total Uses Before Increase in Funds Available	**$ 8,965,266**	**$ 9,143,067**	**$ 9,348,826**	**$ 9,700,930**
To Increase Undesignated Funds Available	-	41,607	18,566	-
Total Uses	**$ 8,965,266**	**$ 9,184,674**	**$ 9,367,392**	**$ 9,700,930**
Changes in Unreserved & Undesignated Funds Available				
Beginning Unreserved & Undesignated Funds Available	**$ 111,581**	**$ 83,563**	**$ 125,170**	**$ 143,736**
Revenues & Other Sources	8,937,248	9,184,674	9,367,392	9,700,930
Expenditures & Other Uses	(8,965,266)	(9,143,067)	(9,348,826)	(9,700,930)
Net Changes in Unreserved & Undesignated Funds Available	**$ (28,018)**	**$ 41,607**	**$ 18,566**	**$ -**
Ending Unreserved & Undesignated Funds Available	**$ 83,563**	**$ 125,170**	**$ 143,736**	**$ 143,736**
Changes in Reserved & Designated Funds Available				
Beginning Reserved & Designated Funds Available	**$ 10,129**	**$ -**	**$ -**	**$ -**
Decreases in Reserved & Designated	(10,129)	-	-	-
Increases in Reserved & Designated	-	-	-	-
Net Changes in Reserved & Designated Funds Available	**$ (10,129)**	**$ -**	**$ -**	**$ -**
Ending Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Total Ending Funds Available				
Total Beginning Funds Available	**$ 121,710**	**$ 83,563**	**$ 125,170**	**$ 143,736**
Changes in Unreserved & Undesignated Funds Available	(28,018)	41,607	18,566	-
Changes in Reserved & Designated Funds Available	(10,129)	-	-	-
Net Changes in Funds Available	**$ (38,147)**	**$ 41,607**	**$ 18,566**	**$ -**
Total Ending Funds Available	**$ 83,563**	**$ 125,170**	**$ 143,736**	**$ 143,736**

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

RECREATION FUND DETAIL

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Reserved & Designated Funds Available Detail				
Beginning Reserved & Designated Funds Available				
Reserved for Planned Future Use	$ 10,129	$ -	$ -	$ -
Total Beginning Reserved & Designated Funds Available	**$ 10,129**	**$ -**	**$ -**	**$ -**
Decreases (Uses) of Reserved & Designated Funds Available				
Reserved for Planned Future Use	$ 10,129	$ -	$ -	$ -
Total Decreases in Reserved & Designated Funds Available	**$ 10,129**	**$ -**	**$ -**	**$ -**
Increases of Reserved & Designated Funds Available				
Reserved for Planned Future Use	$ -	$ -	$ -	$ -
Total Increases in Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Ending Reserved & Designated Funds Available				
Reserved for Planned Future Use	$ -	$ -	$ -	$ -
Total Ending Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**

Revenue & Expenditure Detail by Category				
Revenues				
Charges for Services	$ 3,849,192	$ 3,751,414	$ 4,000,003	$ 4,101,574
Other Revenues	84,607	84,456	73,390	88,290
Total Revenues	**$ 3,933,799**	**$ 3,835,870**	**$ 4,073,393**	**$ 4,189,863**
Expenditures				
Personal Services	$ 5,363,822	$ 5,571,187	$ 5,802,613	$ 5,966,605
Supplies & Services	2,270,733	2,233,017	2,211,674	2,375,839
Interfund Charges	165,388	186,449	187,034	203,317
Capital Related	25,323	12,414	7,505	154
Total Expenditures	**$ 7,825,266**	**$ 8,003,067**	**$ 8,208,826**	**$ 8,545,915**

RECREATION FUND DETAIL

	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Long Range Outlook							
Revenues	$ 9,184,674	$ 9,367,392	$ 9,700,930	$10,116,866	$10,535,827	$10,967,192	$11,423,096
Expenditures - Operating	9,143,067	9,348,826	9,700,930	10,116,866	10,535,827	10,967,192	11,423,096
Expenditures - Capital	-	-	-	-	-	-	-
Surplus / (Deficit)	**$ 41,607**	**$ 18,566**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Beginning Funds Available	$ 83,563	$ 125,170	$ 143,736	$ 143,736	$ 143,736	$ 143,736	$ 143,736
Inc/(Dec) in Funds Available	41,607	18,566	-	-	-	-	-
Ending Funds Available	**$ 125,170**	**$ 143,736**	**$ 143,736**	**$ 143,736**	**$ 143,736**	**$ 143,736**	**$ 143,736**

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 transfer, intended to cover mandated costs which include personal services costs, utilities, interfund charges, and other required costs such as custodial fees and contractual escalators.

In 2007, revenue, excluding transfers in, decreased 97,900 (2.5 percent), resulting from a $78,000 (21.4 percent) decrease in Sports Park revenues, and a $81,300 (34.2 percent) decrease in Senior Programs revenues due to the closure of the Aurora Center for Active Adults during the first half of 2007 as it was undergoing renovation. These losses were partially offset by revenue gains in Fitness and Wellness, Beck Recreation Center, and youth programs. The General Fund subsidy increased $355,500 (7.1 percent). Of this increase, $218,800 is 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. Total 2007 expenditures, excluding transfers out, increased $177,800 (2.3 percent), including $207,400 (3.9 percent) of personal services cost increases and $21,100 (12.7 percent) of interfund charge increases, partially offset by a $12,900 (51.0 percent) decrease in equipment replacement and a $37,700 (1.7 percent) decrease in supplies and services. Ending funds available for 2007 were $125,200 which represents a $41,600 increase from the 2006 ending funds available.

In 2008, revenue, excluding transfers in, are projected to increase $237,500 (6.2 percent) primarily related to a $91,200 increase in Senior Programs, $50,000 increase in outdoor and indoor pools, $52,500 increase in Adult Sports, and a $37,100 increase in Sports Park revenues. The General Fund subsidy is projected to decrease $54,800 (1.0 percent) related to savings measures undertaken by the department in 2008 including using alternate funding sources and operational efficiencies. Total expenditures, excluding transfers out, are projected to increase $205,800 (2.6 percent) due to a $231,400 (4.2 percent) increase in personal services, partially offset by a $21,300 (1.0 percent) decrease in supplies and services. Transfers out will not change. Funds available are projected to be $143,700 which represents an increase of $18,600 (14.8 percent).

For 2009, revenue, excluding transfers in, are budgeted to increase $116,500 (2.8 percent), primarily related to an increase in recreation administration revenue, partially offset by projected decreases in revenue from youth sports and senior programs. The General Fund subsidy is budgeted to increase $217,100 (4.1 percent) related to subsidy savings in 2008, as well as increases in personal services, utilities, and custodial costs. The increase of General Fund subsidy related to these items is partially offset by a $205,600 decrease due to the 2009 amendments for items including the transfer of expenditures to other funding sources, registration office reductions, and increased fee related revenue. Total expenditures, excluding transfers out, are budgeted to increase $337,100 (4.1 percent) due to a $164,200 (7.4 percent) increase in supplies and services, a $164,000 (2.8 percent) increase in personal services which includes a $102,300 (3.4 percent) increase in regular salary and a $66,900 (3.6 percent) reduction in temporary salaries primarily related to the 2009 amendments.

The five-year outlook projects balanced revenue and expenditures. Projected expenditures and revenues are based on 2009 budgeted amounts, along with the following assumptions: 3.5 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 percent growth in charges for services and other revenues; and an average 5.0 percent growth in General Fund subsidy. The General Fund subsidy, including funding related to Sports Park maintenance that is transferred out to the Parks and Open Space Department, is projected to be 56.5 percent of total revenues in 2008, and 58.7 percent of total revenues in 2013. Without consistent increases to the General Fund subsidy, the long-range outlook for this fund indicates a structural imbalance between revenue and expenditures resulting in the likelihood of a negative fund balance as early as 2010. New program costs will require sufficient offsetting revenue.

RISK MANAGEMENT FUND SUMMARY

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Sources and Uses of Funds				
Sources of Funds				
Revenues	$ 7,216,207	$ 8,146,054	$ 8,245,562	$ 8,244,845
Transfers In (from other funds)	446,239	-	-	-
From Decrease in Reserves & Designated Funds Available	701,399	796,585	3,326,392	3,496,795
Total Sources Before Decrease in Funds Available	**$ 8,363,845**	**$ 8,942,639**	**$ 11,571,954**	**$ 11,741,640**
From Decrease in Undesignated Funds Available	-	-	-	-
Total Sources	**$ 8,363,845**	**$ 8,942,639**	**$ 11,571,954**	**$ 11,741,640**
Uses of Funds				
Expenditures *	$ 5,762,587	$ 6,074,794	$ 8,120,528	$ 8,241,640
Transfers Out (to other funds)	-	-	-	3,500,000
To Increase Reserves & Designated Funds Available	2,601,258	2,867,845	3,451,426	-
Total Uses Before Increase in Funds Available	**$ 8,363,845**	**$ 8,942,639**	**$ 11,571,954**	**$ 11,741,640**
To Increase Undesignated Funds Available	-	-	-	-
Total Uses	**$ 8,363,845**	**$ 8,942,639**	**$ 11,571,954**	**$ 11,741,640**
Changes in Unreserved & Undesignated Funds Available				
Beginning Unreserved & Undesignated Funds Available	$ -	$ -	$ -	$ -
Revenues & Other Sources	8,363,845	8,942,639	11,571,954	11,741,640
Expenditures & Other Uses	(8,363,845)	(8,942,639)	(11,571,954)	(11,741,640)
Net Changes in Unreserved & Undesignated Funds Available	$ -	$ -	$ -	$ -
Ending Unreserved & Undesignated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Changes in Reserved & Designated Funds Available				
Beginning Reserved & Designated Funds Available	**$ 3,519,211**	**$ 5,419,070**	**$ 7,490,330**	**$ 7,615,364**
Decreases in Reserved & Designated	(701,399)	(796,585)	(3,326,392)	(3,496,795)
Increases in Reserved & Designated	2,601,258	2,867,845	3,451,426	-
Net Changes in Reserved & Designated Funds Available	**$ 1,899,859**	**$ 2,071,260**	**$ 125,034**	**$ (3,496,795)**
Ending Reserved & Designated Funds Available	**$ 5,419,070**	**$ 7,490,330**	**$ 7,615,364**	**$ 4,118,569**
Total Ending Funds Available				
Total Beginning Funds Available	**$ 3,519,211**	**$ 5,419,070**	**$ 7,490,330**	**$ 7,615,364**
Changes in Unreserved & Undesignated Funds Available	-	-	-	-
Changes in Reserved & Designated Funds Available	1,899,859	2,071,260	125,034	(3,496,795)
Net Changes in Funds Available	**$ 1,899,859**	**$ 2,071,260**	**$ 125,034**	**$ (3,496,795)**
Total Ending Funds Available	**$ 5,419,070**	**$ 7,490,330**	**$ 7,615,364**	**$ 4,118,569**

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

** The designations for claims incurred but not reported and the self insured retention are not shown in the CAFR.

RISK MANAGEMENT FUND DETAIL

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Reserved & Designated Funds Available Detail				
Beginning Reserved & Designated Funds Available				
Reserved for Planned Future Use	$ 935,383	$ 841,954	$ 45,369	$ 3,496,795
Designated for Workers Comp for Fire Fighters Potential Claims**	-	-	1,000,000	1,000,000
Designated for Self Insured Retention Increase**	-	-	150,000	150,000
Designated for Claims Incurred but not Reported **	2,583,828	4,577,116	6,294,961	2,968,569
Designated for General Fund Transfer	-	-	-	-
Total Beginning Reserved & Designated Funds Available	**$ 3,519,211**	**$ 5,419,070**	**$ 7,490,330**	**$ 7,615,364**
Decreases (Uses) of Reserved & Designated Funds Available				
Reserved for Planned Future Use	$ 701,399	$ 796,585	$ -	$ 3,496,795
Designated for Workers Comp for Fire Fighters Potential Claims**	-	-	-	-
Designated for Self Insured Retention Increase**	-	-	-	-
Designated for Claims Incurred but not Reported **	-	-	3,326,392	-
Designated for General Fund Transfer	-	-	-	-
Total Decreases in Reserved & Designated Funds Available	**$ 701,399**	**$ 796,585**	**$ 3,326,392**	**$ 3,496,795**
Increases of Reserved & Designated Funds Available				
Reserved for Planned Future Use	$ 607,970	$ -	$ 3,451,426	$ -
Designated for Workers Comp for Fire Fighters Potential Claims**	-	1,000,000	-	-
Designated for Self Insured Retention Increase**	-	150,000	-	-
Designated for Claims Incurred but not Reported **	1,993,288	1,717,845	-	-
Designated for General Fund Transfer	-	-	-	-
Total Increases in Reserved & Designated Funds Available	**$ 2,601,258**	**$ 2,867,845**	**$ 3,451,426**	**$ -**
Ending Reserved & Designated Funds Available				
Reserved for Planned Future Use	$ 841,954	$ 45,369	$ 3,496,795	$ -
Designated for Workers Comp for Fire Fighters Potential Claims**	-	1,000,000	1,000,000	1,000,000
Designated for Self Insured Retention Increase**	-	150,000	150,000	150,000
Designated for Claims Incurred but not Reported **	4,577,116	6,294,961	2,968,569	2,968,569
Designated for General Fund Transfer	-	-	-	-
Total Ending Reserved & Designated Funds Available	**$ 5,419,070**	**$ 7,490,330**	**$ 7,615,364**	**$ 4,118,569**

Revenue & Expenditure Detail by Category				
Revenues				
Charges for Services	$ 5,814,508	$ 7,105,571	$ 7,298,746	$ 7,474,917
Investment Income	457,460	604,455	598,455	553,928
Other Revenues	944,239	436,028	348,361	216,000
Total Revenues	**$ 7,216,207**	**$ 8,146,054**	**$ 8,245,562**	**$ 8,244,845**
Expenditures				
Personal Services	$ 615,221	$ 627,326	$ 673,351	$ 695,996
Supplies & Services	5,146,560	5,446,335	7,445,935	7,544,458
Interfund Charges	806	1,133	1,242	1,186
Total Expenditures	**$ 5,762,587**	**$ 6,074,794**	**$ 8,120,528**	**$ 8,241,640**

RISK MANAGEMENT FUND

	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Long Range Outlook							
Revenues	$ 8,146,054	$ 8,245,562	$ 8,244,845	$ 8,539,412	$ 9,014,817	$ 9,434,758	$ 9,875,695
Expenditures - Operating	6,074,794	8,120,528	11,741,640	8,724,477	9,036,108	9,378,279	9,852,842
Expenditures - Capital	-	-	-	-	-	-	-
Surplus / (Deficit)	**$ 2,071,260**	**$ 125,034**	**$ (3,496,795)**	**$ (185,065)**	**$ (21,291)**	**$ 56,479**	**$ 22,853**
Beginning Funds Available	$ 5,419,070	$ 7,490,330	$ 7,615,364	$ 4,118,569	$ 3,933,504	$ 3,912,213	$ 3,968,692
Inc/(Dec) in Funds Available	2,071,260	125,034	(3,496,795)	(185,065)	(21,291)	56,479	22,853
Ending Funds Available	**$ 7,490,330**	**$ 7,615,364**	**$ 4,118,569**	**$ 3,933,504**	**$ 3,912,213**	**$ 3,968,692**	**$ 3,991,545**

Risk Management Fund

In 2007, revenue, excluding transfers in, increased by $929,800 (12.9 percent) due to a 22.2 percent increase in the charges to departments. The charges for service are offset by decreases of $508,200 in insurance recoveries and an increase of $147,000 for interest earnings. Total expenditures increased by 5.4 percent resulting from of an increase of $1.7 million in the actuarial adjustment over the 2006 adjustment. Other claim expenditures decreased by 29.4 percent. Ending funds available increased by 38.2 percent to $7.5 million.

Revenues for 2008 are expected to increase 1.2 percent, or $99,500, from 2007. A large decrease in revenue from insurance recoveries of $87,700 is offset by increases of charges for services by $193,200. Expenditures are anticipated to increase by $2.0 million due to increases of $838,200 for the anticipated actuarial adjustment and $1.3 million for other claim costs. Some savings is anticipated in insurance premiums of $114,500 or 6.2 percent. Fund balance will increase by $125,000 or 1.7 percent, bringing total ending funds available to $7.6 million.

For 2009, revenues are expected to remain basically the same as 2008. This is a net result of an increase of $176,200 (2.4 percent) for charges for services offset by decreases of $44,500 (7.4 percent) for investment income, and $132,400 (38.0 percent) for insurance recoveries. Expenditures, excluding transfers, increase by $121,100 or 1.5 percent. The increases result from $98,200 (5.7 percent) for insurance premiums and other increases of $44,900 for other operating costs including increases for personal services in accordance with City policy net of a reduction of travel and training of $7,300. Total claim costs remain similar to 2008 with a $72,000 decrease anticipated for the average actuarial adjustment. Transfers of $3.5 million of funds available are used for several purposes including $1.0 million for balancing the General Fund, $1.5 million for the Capital Projects Fund balancing and another $1.0 million for a interfund loan to establish the Green Fund. Funds available will decrease by $3.5 million or 45.9 percent to $4.1 million.

The balance of $4.1 million of funds available is $1.2 million less than the self insured retention to surplus benchmark as reported by the actuaries at the end of 2007. Of the remaining funds available, $1.0 million is designated for possible worker's compensation claim costs related to a change in state law for firefighters. Another $150,000 is designated for increased costs due to higher self-insured retention amounts that will increase claim costs in coming years. The remaining $3.0 million of fund balance is designated for claims incurred but not reported.

The five year pro forma projects declining funds available in 2010 and 2011. Revenues will exceed expenditures in 2012 and 2013 with small amounts added to fund balance. The pro forma assumes that revenues from charges to departments will grow at 6.0 percent in 2010 and 2011 and 5.0 percent in 2012 and 2013. Insurance recoveries are not projected to have any growth as the self insured retentions have increased in recent years decreasing the likelihood of recoveries. The use of funds available in 2009 is estimated to decrease interest income by 27.8 percent. Expenditures are based on the 2009 adopted amounts with personal services at 3.5 percent growth for regular salary and 10.0 percent for benefits. Supplies and services are assumed to grow at 6.0 percent for 2010 and all following years. This is a result of a 6.0 percent growth assumption for insurance and claim expenses.

SURPLUS & DEFICIENCY FUND SUMMARY

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Sources and Uses of Funds				
Sources of Funds				
Revenues	$ 56,567	$ 57,267	$ 33,000	$ 34,000
Transfers In (from other funds)	-	-	-	-
From Decrease in Reserves & Designated Funds Available	-	-	-	226,750
Total Sources Before Decrease in Funds Available	**$ 56,567**	**$ 57,267**	**$ 33,000**	**$ 260,750**
From Decrease in Undesignated Funds Available	-	-	214,500	-
Total Sources	**$ 56,567**	**$ 57,267**	**$ 247,500**	**$ 260,750**
Uses of Funds				
Expenditures *	$ -	$ 25,972	$ -	$ -
Transfers Out (to other funds)	41,500	-	20,750	260,750
To Increase Reserves & Designated Funds Available	-	-	226,750	-
Total Uses Before Increase in Funds Available	**$ 41,500**	**$ 25,972**	**$ 247,500**	**$ 260,750**
To Increase Undesignated Funds Available	15,067	31,295	-	-
Total Uses	**$ 56,567**	**$ 57,267**	**$ 247,500**	**$ 260,750**
Changes in Unreserved & Undesignated Funds Available				
Beginning Unreserved & Undesignated Funds Available	**$ 261,694**	**$ 276,761**	**$ 308,056**	**$ 93,556**
Revenues & Other Sources	56,567	57,267	33,000	260,750
Expenditures & Other Uses	(41,500)	(25,972)	(247,500)	(260,750)
Net Changes in Unreserved & Undesignated Funds Available	**$ 15,067**	**$ 31,295**	**$ (214,500)**	**$ -**
Ending Unreserved & Undesignated Funds Available	**$ 276,761**	**$ 308,056**	**$ 93,556**	**$ 93,556**
Changes in Reserved & Designated Funds Available				
Beginning Reserved & Designated Funds Available	**$ 470,000**	**$ 470,000**	**$ 470,000**	**$ 696,750**
Decreases in Reserved & Designated	-	-	-	(226,750)
Increases in Reserved & Designated	-	-	226,750	-
Net Changes in Reserved & Designated Funds Available	**$ -**	**$ -**	**$ 226,750**	**$ (226,750)**
Ending Reserved & Designated Funds Available	**$ 470,000**	**$ 470,000**	**$ 696,750**	**$ 470,000**
Total Ending Funds Available				
Total Beginning Funds Available	**$ 731,694**	**$ 746,761**	**$ 778,056**	**$ 790,306**
Changes in Unreserved & Undesignated Funds Available	15,067	31,295	(214,500)	-
Changes in Reserved & Designated Funds Available	-	-	226,750	(226,750)
Net Changes in Funds Available	**$ 15,067**	**$ 31,295**	**$ 12,250**	**$ (226,750)**
Total Ending Funds Available	**$ 746,761**	**$ 778,056**	**$ 790,306**	**$ 563,556**

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

SURPLUS & DEFICIENCY FUND DETAIL

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Reserved & Designated Funds Available Detail				
Beginning Reserved & Designated Funds Available				
Reserve for Planned Future Use	-	-	-	226,750
Reserved for Fence Replacement Program	470,000	470,000	470,000	470,000
Total Beginning Reserved & Designated Funds Available	**$ 470,000**	**$ 470,000**	**$ 470,000**	**$ 696,750**
Decreases (Uses) of Reserved & Designated Funds Available				
Reserve for Planned Future Use	-	-	-	226,750
Reserved for Fence Replacement Program	-	-	-	-
Total Decreases in Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ 226,750**
Increases of Reserved & Designated Funds Available				
Reserve for Planned Future Use	-	-	226,750	-
Reserved for Fence Replacement Program	-	-	-	-
Total Increases in Reserved & Designated Funds Available	**$ -**	**$ -**	**$ 226,750**	**$ -**
Ending Reserved & Designated Funds Available				
Reserve for Planned Future Use	-	-	226,750	-
Reserved for Fence Replacement Program	470,000	470,000	470,000	470,000
Total Ending Reserved & Designated Funds Available	**$ 470,000**	**$ 470,000**	**$ 696,750**	**$ 470,000**

Revenue & Expenditure Detail by Category				
Revenues				
Property Tax	$ 18,884	$ 15,195	$ -	$ -
Interest	37,683	42,072	33,000	34,000
Total Revenues	**$ 56,567**	**$ 57,267**	**$ 33,000**	**$ 34,000**
Expenditures				
Supplies & Services	-	25,972	-	-
Total Expenditures	**$ -**	**$ 25,972**	**$ -**	**$ -**

SURPLUS & DEFICIENCY FUND

	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Long Range Outlook							
Revenues	$ 57,267	$ 33,000	$ 34,000	$ 21,133	$ 20,958	$ 19,366	$ 17,711
Expenditures - Operating	25,972	20,750	260,750	60,750	60,750	60,750	60,750
Surplus / (Deficit)	**$ 31,295**	**$ 12,250**	**$ (226,750)**	**$ (39,617)**	**$ (39,792)**	**$ (41,384)**	**$ (43,039)**
Beginning Funds Available	$ 746,761	$ 778,056	$ 790,306	$ 563,556	$ 523,939	$ 484,147	$ 442,763
Inc/(Dec) in Funds Available	31,295	12,250	(226,750)	(39,617)	(39,792)	(41,384)	(43,039)
Ending Funds Available	**$ 778,056**	**$ 790,306**	**$ 563,556**	**$ 523,939**	**$ 484,147**	**$ 442,763**	**$ 399,723**

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 (SIDD) 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.

The 2007 actual includes $42,100 in revenue from interest income. Another $15,200 in taxes were received from residences in the Highpoint neighborhood. The 2006 transfer out of $41,500 to the General Fund for payment for Special Improvement Debt District (SIDD) and S&D fund administration by the Finance Department included payments for both 2006 and 2007 so no transfer was done in 2007. Expenditures of $26,000 were for a payment of interest earnings on a special assessment that was collected on undeveloped property and had to be subsequently rebated.

The 2008 projection includes $33,000 in interest income, with total expenses of $20,800. The expenses consist of a transfer to the General Fund to pay Finance Department expenses related to the administration of the SIDD Fund.

The 2009 adopted budget includes interest income of $34,000. Expenses include the continuation of $20,800 for administration costs associated with the SIDD Fund. Another transfer of $15,000 is for additional administrative costs in Finance associated with fence financing and $25,000 in Neighborhood Services for Neighborhood Liaison work with the fence program. Funds available of $200,000 are transferred to the Capital Projects Fund to assist in balancing.

For 2010 through 2013, funds available decrease with the associated charges for fence financing. The only projected revenues are from interest income.

TABOR RESERVE FUND SUMMARY

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Sources and Uses of Funds				
Sources of Funds				
Revenues	$ 285,653	$ 313,640	$ 314,610	$ 305,311
Transfers In (from other funds)	162,588	1,178,108	103,121	101,770
From Decrease in Reserves & Designated Funds Available	-	-	-	-
Total Sources Before Decrease in Funds Available	**$ 448,241**	**$ 1,491,748**	**$ 417,731**	**$ 407,081**
From Decrease in Undesignated Funds Available	652,960	-	-	-
Total Sources	**$ 1,101,201**	**$ 1,491,748**	**$ 417,731**	**$ 407,081**
Uses of Funds				
Expenditures *	$ -	$ -	$ -	$ -
Transfers Out (to other funds)	1,101,201	-	-	-
To Increase Reserves & Designated Funds Available	-	-	-	-
Total Uses Before Increase in Funds Available	**$ 1,101,201**	**$ -**	**$ -**	**$ -**
To Increase Undesignated Funds Available	-	1,491,748	417,731	407,081
Total Uses	**$ 1,101,201**	**$ 1,491,748**	**$ 417,731**	**$ 407,081**
Changes in Unreserved & Undesignated Funds Available				
Beginning Unreserved & Undesignated Funds Available	**$ 6,885,087**	**$ 6,232,127**	**$ 7,723,875**	**$ 8,141,606**
Revenues & Other Sources	448,241	1,491,748	417,731	407,081
Expenditures & Other Uses	(1,101,201)	-	-	-
Net Changes in Unreserved & Undesignated Funds Available	**$ (652,960)**	**$ 1,491,748**	**$ 417,731**	**$ 407,081**
Ending Unreserved & Undesignated Funds Available	**$ 6,232,127**	**$ 7,723,875**	**$ 8,141,606**	**$ 8,548,687**
Changes in Reserved & Designated Funds Available				
Beginning Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Decreases in Reserved & Designated	-	-	-	-
Increases in Reserved & Designated	-	-	-	-
Net Changes in Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Ending Reserved & Designated Funds Available	**$ -**	**$ -**	**$ -**	**$ -**
Total Ending Funds Available				
Total Beginning Funds Available	**$ 6,885,087**	**$ 6,232,127**	**$ 7,723,875**	**$ 8,141,606**
Changes in Unreserved & Undesignated Funds Available	(652,960)	1,491,748	417,731	407,081
Changes in Reserved & Designated Funds Available	-	-	-	-
Net Changes in Funds Available	**$ (652,960)**	**$ 1,491,748**	**$ 417,731**	**$ 407,081**
Total Ending Funds Available	**$ 6,232,127**	**$ 7,723,875**	**$ 8,141,606**	**$ 8,548,687**
Revenue & Expenditure Detail				
Revenues				
Interest	$ 285,653	$ 313,640	$ 314,610	$ 305,311
Total Revenues	**$ 285,653**	**$ 313,640**	**$ 314,610**	**$ 305,311**
Expenditures				
Expenditures	$ -	$ -	$ -	$ -
Total Expenditures	**$ -**	**$ -**	**$ -**	**$ -**

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

TABOR RESERVE FUND DETAIL

	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Long Range Outlook							
Revenues	$ 1,491,748	$ 417,731	$ 407,081	$ 444,533	$ 458,655	$ 472,595	$ 496,224
Surplus / (Deficit)	**$ 1,491,748**	**$ 417,731**	**$ 407,081**	**$ 444,533**	**$ 458,655**	**$ 472,595**	**$ 496,224**
Beginning Funds Available	$ 6,232,127	$ 7,723,875	$ 8,141,606	$ 8,548,687	$ 8,993,220	$ 9,451,875	$ 9,924,470
Inc/(Dec) in Funds Available	1,491,748	417,731	407,081	444,533	458,655	472,595	496,224
Ending Funds Available	**$ 7,723,875**	**$ 8,141,606**	**$ 8,548,687**	**$ 8,993,220**	**$ 9,451,875**	**$ 9,924,470**	**$ 10,420,694**

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.

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 continued this trend in 2007 due to increases in the federal funds rate. In 2006, $162,600 was transferred to this fund from surplus fund balance in the Policy Reserve Fund. In addition, in 2006, the fund made a loan to the General Fund of $1,101,200 to assist snow removal efforts. In 2007, the repayment of the loan from the General Fund, as well as $313,600 interest and a $76,900 transfer from the Policy Reserve Fund will cause ending funds available to increase $1,491,700 (23.9 percent).

In 2008, falling interest rates are expected to keep interest revenue flat versus 2007. For 2008, the only transfer in will be $103,100 from the Policy Reserve Fund. Because City emergencies cannot be anticipated, no operating costs are projected in 2008 or in out-years. For 2009, a similar transfer will be necessary. The table below shows the 3.0 percent reserve requirement from 2006 through 2009.

Year	Reserve Requirement
2006	$ 7,209,686
2007	$ 7,723,017
2008	$ 8,141,606
2009	$ 8,548,687

From 2010 to 2013, average annual transfers of $168,000 from the Policy Reserve Fund will be necessary in order to keep the TABOR Reserve Fund in compliance.

WASTEWATER FUND SUMMARY

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Sources and Uses of Funds				
Sources of Funds				
Revenues	$ 101,395,503	$ 52,278,474	$ 51,069,503	$ 51,997,693
From Decrease in Reserves & Designated Funds Available	-	7,772,175	-	25,306,231
Total Sources Before Decrease in Funds Available	**$ 101,395,503**	**$ 60,050,649**	**$ 51,069,503**	**$ 77,303,924**
From Decrease in Undesignated Funds Available	-	201,984	25,306,231	-
Total Sources	**$ 101,395,503**	**$ 60,252,633**	**$ 76,375,734**	**$ 77,303,924**
Uses of Funds				
Expenditures *	$ 48,538,671	$ 60,252,633	$ 51,271,487	$ 77,303,924
To Increase Reserves & Designated Funds Available	10,479,386	-	25,104,247	-
Total Uses Before Increase in Funds Available	**$ 59,018,057**	**$ 60,252,633**	**$ 76,375,734**	**$ 77,303,924**
To Increase Undesignated Funds Available	42,377,446	-	-	-
Total Uses	**$ 101,395,503**	**$ 60,252,633**	**$ 76,375,734**	**$ 77,303,924**
Changes in Unreserved & Undesignated Funds Available				
Beginning Unreserved & Undesignated Funds Available	**$ 8,895,582**	**$ 51,273,028**	**$ 51,071,044**	**$ 25,764,813**
Revenues & Other Sources	101,395,503	60,050,649	51,069,503	77,303,924
Expenditures & Other Uses	(59,018,057)	(60,252,633)	(76,375,734)	(77,303,924)
Net Changes in Unreserved & Undesignated Funds Available	**$ 42,377,446**	**$ (201,984)**	**$ (25,306,231)**	**$ -**
Ending Unreserved & Undesignated Funds Available	**$ 51,273,028**	**$ 51,071,044**	**$ 25,764,813**	**$ 25,764,813**
Changes in Reserved & Designated Funds Available				
Beginning Reserved & Designated Funds Available	**$ -**	**$ 10,479,386**	**$ 2,707,211**	**$ 27,811,458**
Decreases in Reserved & Designated	-	(7,772,175)	-	(25,306,231)
Increases in Reserved & Designated	10,479,386	-	25,104,247	-
Net Changes in Reserved & Designated Funds Available	**$ 10,479,386**	**$ (7,772,175)**	**$ 25,104,247**	**$ (25,306,231)**
Ending Reserved & Designated Funds Available	**$ 10,479,386**	**$ 2,707,211**	**$ 27,811,458**	**$ 2,505,227**
Total Ending Funds Available				
Total Beginning Funds Available	**$ 8,895,582**	**$ 61,752,414**	**$ 53,778,255**	**$ 53,576,271**
Changes in Unreserved & Undesignated Funds Available	42,377,446	(201,984)	(25,306,231)	-
Changes in Reserved & Designated Funds Available	10,479,386	(7,772,175)	25,104,247	(25,306,231)
Net Changes in Funds Available	**$ 52,856,832**	**$ (7,974,159)**	**$ (201,984)**	**$ (25,306,231)**
Total Ending Funds Available	**$ 61,752,414**	**$ 53,778,255**	**$ 53,576,271**	**$ 28,270,040**

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

WASTEWATER FUND DETAIL

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Reserved & Designated Funds Available Detail				
Beginning Reserved & Designated Funds Available				
2006 Bond Proceed Designation	$ -	$ 2,505,227	$ 2,505,227	$ 2,505,227
Reserved for Planned Future Use	-	7,974,159	201,984	25,306,231
Total Beginning Reserved & Designated Funds Available	**$ -**	**$ 2,505,227**	**$ 2,505,227**	**$ 2,505,227**
Decreases (Uses) of Reserved & Designated Funds Available				
2006 Bond Proceed Designation	$ -	$ -	$ -	$ -
Reserved for Planned Future Use	-	7,772,175	-	25,306,231
Total Decreases in Reserved & Designated Funds Available	**$ -**	**$ 7,772,175**	**$ -**	**$ 25,306,231**
Increases of Reserved & Designated Funds Available				
2006 Bond Proceed Designation	$ 2,505,227	$ -	$ -	$ -
Reserved for Planned Future Use	7,974,159	-	25,104,247	-
Total Increases in Reserved & Designated Funds Available	**$ 10,479,386**	**$ -**	**$ 25,104,247**	**$ -**
Ending Reserved & Designated Funds Available				
2006 Bond Proceed Designation	$ 2,505,227	$ 2,505,227	$ 2,505,227	$ 2,505,227
Reserved for Planned Future Use	7,974,159	201,984	25,306,231	-
Total Ending Reserved & Designated Funds Available	**$ 10,479,386**	**$ 2,707,211**	**$ 27,811,458**	**$ 2,505,227**

Revenue & Expenditure Detail				
Revenues				
Charges for Services	$ 5,902,743	$ 5,511,277	$ 6,456,568	$ 7,386,522
Utility Sales	27,384,198	33,559,390	36,575,990	38,880,320
Development Fees	8,151,831	7,629,831	3,978,814	4,009,026
Investment Income	3,458,614	5,124,443	4,002,674	1,386,714
Other Revenues	303,672	396,612	55,457	335,111
Funds from Restricted Assets	(3,749,250)	-	-	-
Proceeds from Borrowing	59,943,695	56,921	-	-
Total Revenues	**$ 101,395,503**	**$ 52,278,474**	**$ 51,069,503**	**$ 51,997,693**
Expenditures				
Personal Services	$ 8,146,851	$ 8,762,224	$ 9,832,408	$ 10,950,733
Supplies & Services	16,407,108	18,538,352	23,567,027	26,528,050
Interfund Charges	788,319	904,225	1,014,515	1,121,019
Debt Related	4,042,350	5,020,557	5,912,808	5,912,904
Capital Related	631,440	949,985	750,788	693,120
Capital Projects (Continuing Appropriation)	18,522,603	26,077,290	10,193,941	32,098,098
Total Expenditures	**$ 48,538,671**	**$ 60,252,633**	**$ 51,271,487**	**$ 77,303,924**

WASTEWATER FUND

	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Long Range Outlook							
Revenues	$ 52,278,474	$ 51,069,503	$ 51,997,693	$ 58,196,011	$ 70,330,837	$ 154,093,379	$ 81,279,308
Expenditures - Operating	34,175,343	41,077,546	45,205,826	47,648,728	50,185,728	60,389,138	63,283,333
Expenditures - Capital	26,077,290	10,193,941	32,098,098	29,584,173	22,166,951	51,411,657	48,247,871
Surplus / (Deficit)	**$ (7,974,159)**	**$ (201,984)**	**$ (25,306,231)**	**$ (19,036,890)**	**$ (2,021,842)**	**$ 42,292,584**	**$ (30,251,897)**
Beginning Funds Available	$ 61,752,414	$ 53,778,255	$ 53,576,271	$ 28,270,040	$ 9,233,150	$ 7,211,308	$ 49,503,893
Inc/(Dec) in Funds Available	(7,974,159)	(201,984)	(25,306,231)	(19,036,890)	(2,021,842)	42,292,584	(30,251,897)
Ending Funds Available	**$ 53,778,255**	**$ 53,576,271**	**$ 28,270,040**	**$ 9,233,150**	**$ 7,211,308**	**$ 49,503,893**	**$ 19,251,996**

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 activities of the City.

In 2007, revenues, excluding bond proceeds and restricted assets, increased $7.0 million (15.5 percent). Utility sales increased by $6.2 million, or 22.6 percent. This was a result of rate increases for sanitary sewer and storm drain of 10 percent and 25 percent respectively. Development fees decreased by $522,000 (6.4 percent), due to a slowdown in construction. This decrease is offset by an increase in investment income of $1.7 million (48.2 percent) because of the 2006 bond issue. Expenditures increased by $11.7 million, or 24.1 percent, with capital projects spending accounting for $7.6 million of the increase and supplies and services spending for another $2.1 million. Ending funds available decreased by $8.0 million (12.9 percent) with the continued spending of the 2006 revenue bonds.

In 2008, revenues, excluding bond proceeds and restricted assets, are projected to decrease by $1.2 million (2.3 percent). This decrease is the result of a decrease of $3.7 million in development fees, due to a continued slowdown in construction, and $1.1 million in investment income, as a result of a declining fund balance. The decreases are offset by a $3.0 million (9.0 percent) increase in utility sales, attributable to rate increases of 10.0 percent for sanitary sewer and 12.0 percent for storm drain. Expenditures are expected to decrease $9.0 million (14.9 percent). This decrease includes a reduction in capital projects spending of $15.9 million (60.9 percent) offset by a $5.0 million increase in supplies and services, including the Metro Wastewater charges for services, repair of equipment and infrastructure, rent, and the overhead payment to the General Fund.

In 2009, revenue increases by $928,200 (1.8 percent). Of this increase, $2.3 million is from utility sales as a result of rate increases for sanitary sewer and storm drain of 7.0 percent and 6.0 percent respectively. The revenue increase is offset by a projected decline of $2.6 million (65.4 percent) in investment income as spending of bond proceeds continues. Expenditures increase $26.0 million, or 50.8 percent, with $21.9 million in increases in capital projects spending. Major projects include $6.3 million for Sewer System Improvements, $2.9 million for Storm Drain System Improvements, the Sand Creek Water Reuse Plant for $2.5 million, $1.8 million for Sand Creek Erosion Control, and $1.8 million for the 54" Sewer Shop Creek Rehabilitation. An additional $4.1 million of the increase is related to the add amendments, including a net 1.0 FTE for start-up operations of the raw water pumping stations for the Prairie Waters Project; conversion of temporary erosion inspection employees to 2.0 FTE; and a $2.9 million increase for the Metro Wastewater charges for services. Funds available is expected to decline by $25.3 million (47.2 percent).

In 2010 through 2013, growth in utility sale and fee revenue is estimated and originates from rate increases not yet determined by or discussed with Council. A study is anticipated to be performed in 2009 to reevaluate revenue requirements, which may require revision to the five-year outlook projections. A major driver of the revenue requirements is anticipated annual increases in the Metro Wastewater charge for services, which acts as a pass-through charge to sewer customers. Personal services expenditures grow with estimates of growth in staffing and cost increases for personal services, in accordance with historical trends. Supply cost increases are estimated at 2.0 percent, including professional services and chemical supplies. Additional proceeds from borrowing are anticipated in 2012 to offset capital spending in the five-year plan. Costs for debt service increase from an estimated $5.9 million in 2009 to $13.3 million in 2012 as a result of the estimated borrowing.

WATER FUND SUMMARY

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Sources and Uses of Funds				
Sources of Funds				
Revenues*	$ 131,438,477	$ 545,503,960	$ 150,511,929	$ 289,450,401
From Decrease in Reserves & Designated Funds Available	-	5,501,890	100,137,852	98,721,946
Total Sources Before Decrease in Funds Available	**$ 131,438,477**	**$ 551,005,850**	**$ 250,649,781**	**$ 388,172,347**
From Decrease in Undesignated Funds Available	35,004,336	-	88,062,237	-
Total Sources	**$ 166,442,813**	**$ 551,005,850**	**$ 338,712,018**	**$ 388,172,347**
Uses of Funds				
Expenditures **	160,940,923	276,562,094	336,467,423	381,513,874
To Increase Reserves & Designated Funds Available	5,501,890	219,452,316	2,244,595	1,956,444
Total Uses Before Increase in Funds Available	**$ 166,442,813**	**$ 496,014,410**	**$ 338,712,018**	**$ 383,470,318**
To Increase Undesignated Funds Available	-	54,991,440	-	4,702,029
Total Uses	**$ 166,442,813**	**$ 551,005,850**	**$ 338,712,018**	**$ 388,172,347**
Changes in Unreserved & Undesignated Funds Available				
Beginning Unreserved & Undesignated Funds Available	**$ 126,334,659**	**$ 91,330,323**	**$ 146,321,763**	**$ 58,259,526**
Revenues & Other Sources	131,438,477	551,005,850	250,649,781	388,172,347
Expenditures & Other Uses	(166,442,813)	(496,014,410)	(338,712,018)	(383,470,318)
Net Changes in Unreserved & Undesignated Funds Available	**$ (35,004,336)**	**$ 54,991,440**	**$ (88,062,237)**	**$ 4,702,029**
Ending Unreserved & Undesignated Funds Available	**$ 91,330,323**	**$ 146,321,763**	**$ 58,259,526**	**$ 62,961,555**
Changes in Reserved & Designated Funds Available				
Beginning Reserved & Designated Funds Available	**$ -**	**$ 5,501,890**	**$ 219,452,316**	**$ 121,559,059**
Decreases in Reserved & Designated	-	(5,501,890)	(100,137,852)	(98,721,946)
Increases in Reserved & Designated	5,501,890	219,452,316	2,244,595	1,956,444
Net Changes in Reserved & Designated Funds Available	**$ 5,501,890**	**$ 213,950,426**	**$ (97,893,257)**	**$ (96,765,502)**
Ending Reserved & Designated Funds Available* **	**$ 5,501,890**	**$ 219,452,316**	**$ 121,559,059**	**$ 24,793,557**
Total Ending Funds Available				
Total Beginning Funds Available	**$ 126,334,659**	**$ 96,832,213**	**$ 365,774,079**	**$ 179,818,585**
Changes in Unreserved & Undesignated Funds Available	(35,004,336)	54,991,440	(88,062,237)	4,702,029
Changes in Reserved & Designated Funds Available	5,501,890	213,950,426	(97,893,257)	(96,765,502)
Net Changes in Funds Available	**$ (29,502,446)**	**$ 268,941,866**	**$ (185,955,494)**	**$ (92,063,473)**
Total Ending Funds Available	**$ 96,832,213**	**$ 365,774,079**	**$ 179,818,585**	**$ 87,755,112**

*Capital Projects differ from the 2006 CAFR by 8,545,569 as an expenditure is included in 2007 instead of 2006. In 2007, revenue differs from the CAFR, as the 8,545,569 was shown as a release of prior year designation.

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

***Designated funds available differ from the CAFR as this document designates additional operating reserves.

WATER FUND DETAIL

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Reserved & Designated Funds Available Detail				
Beginning Reserved & Designated Funds Available				
Capitalized Interest Reserve	$ -	$ -	$ 28,796,890	$ 6,658,473
2005 Bond Proceeds Reserve	-	5,501,890	-	-
2007 Bond Proceeds Reserve	-	-	2,004,000	2,004,000
25% of Operating Subfund Operating Expenditures	-	-	10,397,517	12,642,112
50% Development Subfund Tap Fees	-	-	21,095,305	8,191,001
Reserved for Planned Future Use	-	-	157,158,604	92,063,473
Total Beginning Reserved & Designated Funds Available	**$ -**	**$ 5,501,890**	**$ 219,452,316**	**$ 121,559,059**
Decreases (Uses) of Reserved & Designated Funds Available				
Capitalized Interest Reserve	$ -	$ -	$ 22,138,417	$ 6,658,473
2005 Bond Proceeds Reserve	-	5,501,890	-	-
2007 Bond Proceeds Reserve	-	-	-	-
25% of Operating Subfund Operating Expenditures	-	-	-	-
50% Development Subfund Tap Fees	-	-	12,904,304	-
Reserved for Planned Future Use	-	-	65,095,131	92,063,473
Total Decreases in Reserved & Designated Funds Available	**$ -**	**$ 5,501,890**	**$ 100,137,852**	**$ 98,721,946**
Increases of Reserved & Designated Funds Available				
Capitalized Interest Reserve	$ -	$ 28,796,890	$ -	$ -
2005 Bond Proceeds Reserve	5,501,890	-	-	-
2007 Bond Proceeds Reserve	-	2,004,000	-	-
25% of Operating Subfund Operating Expenditures	-	10,397,517	2,244,595	1,899,107
50% Development Subfund Tap Fees	-	21,095,305	-	57,337
Reserved for Planned Future Use	-	157,158,604	-	-
Total Increases in Reserved & Designated Funds Available	**$ 5,501,890**	**$ 219,452,316**	**$ 2,244,595**	**$ 1,956,444**
Ending Reserved & Designated Funds Available				
Capitalized Interest Reserve	$ -	$ 28,796,890	$ 6,658,473	$ -
2005 Bond Proceeds Reserve	5,501,890	-	-	-
2007 Bond Proceeds Reserve	-	2,004,000	2,004,000	2,004,000
25% of Operating Subfund Operating Expenditures	-	10,397,517	12,642,112	14,541,219
50% Development Subfund Tap Fees	-	21,095,305	8,191,001	8,248,338
Reserved for Planned Future Use	-	157,158,604	92,063,473	-
Total Ending Reserved & Designated Funds Available* **	**$ 5,501,890**	**$ 219,452,316**	**$ 121,559,059**	**$ 24,793,557**

Revenue & Expenditure Detail				
Revenues				
Utility Sales	$ 73,712,685	$ 82,382,438	$ 86,204,962	$ 93,503,813
Development Fees	45,631,065	42,227,276	16,424,398	16,519,176
Charges for Services	942,619	990,646	784,412	895,276
Investment Income	9,753,888	20,463,681	21,949,519	6,292,053
Other Revenues	1,446,592	772,217	148,638	834,396
Proceeds from Borrowing	-	434,379,428	25,000,000	186,097,740
Assets Restricted for Debt Service	(48,372)	(35,711,726)	-	(14,692,053)
Total Revenues*	**$ 131,438,477**	**$ 545,503,960**	**$ 150,511,929**	**$ 289,450,401**
Expenditures**				
Personal Services	$ 14,491,186	$ 15,224,660	$ 17,122,125	$ 18,938,363
Supplies & Services	22,432,359	23,049,220	30,433,398	36,596,210
Interfund Charges	1,182,472	1,313,557	1,522,047	1,579,180
Debt Related	23,219,143	37,421,690	44,432,302	41,671,423
Capital Related	1,729,108	2,066,095	1,540,961	1,101,122
Capital Projects (Continuing Appropriation) *	97,886,655	197,486,872	241,416,590	281,627,576
Total Expenditures	**$ 160,940,923**	**$ 276,562,094**	**$ 336,467,423**	**$ 381,513,874**

WATER FUND

	2007 Actual	2008 Projection	2009 Adopted	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Long Range Outlook							
Revenues	$ 545,503,960	$ 150,511,929	$ 289,450,401	$ 173,825,822	$ 154,559,177	$ 164,647,779	$ 175,578,578
Expenditures - Operating	79,075,222	95,050,833	99,886,298	102,087,588	109,325,377	120,957,722	122,332,559
Expenditures - Capital	197,486,872	241,416,590	281,627,576	87,530,807	87,368,032	42,334,762	44,478,249
Surplus / (Deficit)	**$ 268,941,866**	**$(185,955,494)**	**$ (92,063,473)**	**$ (15,792,573)**	**$ (42,134,232)**	**$ 1,355,295**	**$ 8,767,771**
Beginning Funds Available	$ 96,832,213	$ 365,774,079	$ 179,818,585	$ 87,755,112	$ 71,962,539	$ 29,828,307	$ 31,183,602
Inc/(Dec) in Funds Available	268,941,866	(185,955,494)	(92,063,473)	(15,792,573)	(42,134,232)	1,355,295	8,767,771
Ending Funds Available	**$ 365,774,079**	**$ 179,818,585**	**$ 87,755,112**	**$ 71,962,539**	**$ 29,828,307**	**$ 31,183,602**	**$ 39,951,372**

Water Fund

The Water Fund is an enterprise fund that provides for the acquisition of water and water rights and the operation and maintenance of the water plant and distribution system.

In 2007, revenue increased by $414.1 million, with a net increase in proceeds from borrowing after restricted assets of $398.7 million, primarily due to the issuance of the 2007 Water Revenue Bonds. Interest income also increased with the bond issue, rising $10.7 million (109.8 percent) Utility sales increased $8.7 million (11.8 percent) as a result of a 12 percent increase in water rates, offset by a decrease of $3.4 million (7.5 percent) in development and tap fee revenue as construction slowed. Expenditures increased $115.6 million, or 71.8 percent, primarily due to a $99.6 million increase (101.8 percent) in capital projects spending largely related to a lapse of $111.0 million in projects in 2006 that did not occur in 2007. Debt related expenditures increased $14.2 million (61.2 percent) as a result of increased debt service, issue costs, and fiscal charges. Ending funds available increased by $268.9 million with the receipt of the bond proceeds from the 2007 Water Revenue Bonds.

In 2008, revenue, excluding bond proceeds and restricted assets, is projected to decrease $21.3 million primarily as a result of a $25.8 million (61.1 percent) decline in development and tap fees due to a continued slowdown in construction. This decrease is offset by an increase in utility sales of $3.8 million (4.6 percent) with the implementation of a new rate structure that went into effect April 2008. Expenditures are expected to increase by $59.9 million (21.7 percent) with a $43.9 million increase in capital expenditures, primarily related to the Prairie Waters Project Personal services are projected to increase $1.9 million (12.5 percent), as a result of the addition of a net 3.65 FTE and salary and benefit increases in accordance with city policy. Supplies and services are projected to increase by $7.4 million (32.0 percent). This includes increased costs for the repair and maintenance of infrastructure, facilities, and equipment ($1.2 million); an increase in purchased professional and technical services ($2.7 million); increased electricity costs ($1.1 million) and increases in purchased water and storage ($1.7 million). Ending funds available is projected to decrease by $186.0 million, or 50.8 percent, with spending of the 2007 revenue bonds.

In 2009, revenue, excluding proceeds from borrowing and restricted assets, will decrease by $7.5 million (5.9 percent) as the result of a decline in investment income of $15.7 million due to the spending of the 2007 revenue bonds, offset by an increase in utility sales of $7.3 million (8.5 percent) based on a planned rate increase of 8.0 percent. Expenditures in 2009 are increase $45.0 million (13.4 percent) due primarily to increased spending in capital projects of $40.2 million (16.7 percent). The Prairie Waters Project accounts for $48.0 million of the capital projects increase and $233.7 million of total capital expenditures, offset by reductions to other projects. Other significant capital projects include: $11.5 million for Lower South Platte Water Rights Acquisitions, $8.0 million for Lower South Platte Storage, $3.5 million for Line Replacement and $3.4 million for Gun Club 36": 6th Avenue to 19th Avenue. Personal services will increase by $1.8 million (10.6 percent), with the addition of a net 8.0 FTE and salary and benefit increases in accordance with City policy. Supplies and services are expected to increase by $6.2 million (20.3 percent), primarily due to increases in purchased water and storage of $4.7 million (78.9 percent) and $1.4 million to fund start-up costs for the Aurora Reservoir Water Purification Facility and the Prairie Waters Raw Water Pumping System components of the Prairie Waters Project Ending funds available will decrease by $92.1 million (51.2 percent) as spending of the 2007 revenue bonds continues.

Total Prairie Waters Project spending accounts for a total of $472.2 million of capital appropriations planned between 2008 and 2013. Of the total Prairie Waters Project costs, a 10 percent contingency reserve of approximately $51.1 million is set aside for unforeseen construction conditions or design modifications. This contingency can be released at the end of the project after all claims have been satisfied. It is expected that a minimum of $20.0 million from savings will be available for release as early as 2010 and is shown in the long-range outlook as a portion of 2010 revenues.

The long range outlook shows a significant decrease of funds available as a result of spending on capital projects and bringing the Prairie Waters Project online over time. The revenue growth currently incorporated in the projection is a result of anticipated rate increases of 7.5 percent in 2010, 8.0 percent in 2011, and 7.0 percent in 2012 and 2013. These are projected rate increases and have not yet been approved by Council Estimated inflationary growth in expenditures is included along with planned increases in staffing for operation and maintenance of completed capital projects. The five-year outlook was developed using revenue and operating expenditure assumptions developed prior to the completion of an updated Water Delivery Plan and Capital Improvement Plan. The 2009 updates to these plans may require revisions to the revenue and expenditures assumptions used in the long range outlook.

AURORA

DEPARTMENT BUDGETS

AURORA

2009 Department Budgets Overview

This section presents detailed information regarding the operating and capital 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 operating budget amendment requests;
- An operating expenditure summary for each fund in the department;
- A staffing summary for each fund in the department;
- 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 2006 through 2009 are presented for operating. The 2006 through 2007 data represent actual expenditures reconciled to the City's Comprehensive Annual Financial Report with minor variances due to rounding. The 2008 data represents a projection of year-end expenditures. The 2009 numbers represent the Adopted Budget.

AURORA

Aurora Water

15151 E. Alameda Parkway • Aurora, CO 80012 • (303) 739-7370
Mark Pifher, Aurora Water Director • MPIFHER@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	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	375.00	403.00	415.00	426.00
Personal Services	22,638,037	23,986,884	26,954,533	29,438,636
Supplies and Services	36,788,412	37,418,566	48,300,425	58,624,260
Interfund Charges	1,970,791	2,217,782	2,536,562	2,606,999
Debt Related	27,261,493	42,442,247	50,345,110	47,584,327
Capital Related	2,360,548	3,016,080	2,291,749	1,794,242
Expenditures Total	**$91,019,281**	**$109,081,559**	**$130,428,379**	**$140,048,464**

MAJOR VARIANCE EXPLANATION

In 2007, the overall increase in expenditures was $18.1 million (19.8 percent) over 2006. Personal services increased by $1.3 million (6.0 percent) because of the addition of 28.0 FTE, offset by vacancy savings. Supplies and services increased by $630,200 (1.7 percent). This includes an administrative support payment to the General Fund of $1.5 million; increases of $1.2 million (10.6 percent) in wastewater service charges; $795,400 (146.4 percent) increase in intergovernmental agreements; an increase in repair and maintenance of equipment, facilities, and infrastructure of $338,600 (17.8 percent); and a $321,600 (744.1 percent) increase in purchases of treatment chemicals. These increases are partially offset by a decrease of $1.8 million (78.3 percent) in technical services and a decrease in general operating supplies of $1.1 million (30.2 percent). Debt related expenses increased by $15.2 million (55.7 percent), primarily as a result of increased debt service for revenue bonds issued in 2006 and one-time issue costs and fiscal charges for revenue bonds issued in 2007. Capital related expenses increased by $655,500 (27.8 percent), as new equipment was purchased for new staff and older vehicles were replaced.

In 2008, the overall increase is expected to be $21.3 million (19.6 percent). Personal services are projected to increase $3.0 million (12.4 percent), as a result of salary and benefit increases in accordance with City policy and the addition of 12.0 FTE. Supplies and services will increase by $10.9 million (29.1 percent). This includes increased costs for the repair and maintenance of infrastructure, facilities, and equipment of $2.4 million (105.7 percent); an increase of $3.9 million (189.9 percent) in purchased professional and technical services; increases in wastewater services charges of $2.2 million (16.8 percent); and increased spending on short-term water leases and temporary storage of $3.9 million (22.7 percent). Interfund charges are expected to increase by $318,800, or 14.4 percent, due primarily to increased fuel, fleet overhead, and vehicle repair costs. Debt related expenses will increase by $7.9 million (18.6 percent) as a result of new debt service on revenue bonds issued in 2007. Capital related expenses are expected to decrease by $724,300 (24.0 percent) as new and replacement equipment and vehicle purchases that occurred in 2007 do not reoccur in 2008.

Aurora Water

MAJOR VARIANCE EXPLANATION

In 2009, total expenditures increase by $9.6 million, or 7.4 percent. Personal services will increase by $2.5 million (9.2 percent), with the addition of a net 11.0 FTE, ten of which will be required for the start-up operations of the Prairie Waters Project. Supplies and services increase by $10.3 million (21.4 percent), primarily due to increases in purchased water and storage of $4.7 million (78.9 percent). The supplies and services increase also includes $6.1 million in adds, including: an increase of $2.9 million in wastewater service charges; $1.4 million to fund start-up costs for the Aurora Reservoir Water Purification Facility and the Prairie Waters Raw Water Pumping System components of the Prairie Waters Project; $500,000 for an agreement with the Lower Arkansas Valley Water Conservancy District; and $265,600 for repair and maintenance of infrastructure, facilities, and equipment. Increases in supplies and services are offset by reductions of $618,000 for outside legal services; engineering, design and inspections services; and consulting services for rate and fee studies. Interfund charges will increase $70,400 (2.8 percent), due primarily to increases in fuel costs. Debt related expenses are expected to decrease by $2.8 million (5.5 percent) as a result of a reduction in existing debt payments due to changes in the debt service schedule. Capital related expenses will decrease $497,500 (21.7 percent) as one-time vehicle purchases and equipment replacements that occurred in 2008 will not recur in 2009. Detail behind the 2009 amendments can be found in the following pages.

BUDGET AMENDMENT REQUESTS

	2009					
	Wastewater Fund		Water Fund		Total	
Fund \ Type \ Description	**FTE**	**Budget**	**FTE**	**Budget**	**FTE**	**Budget**
New Appropriation						
2.0 Environmental Inspectors	2.00	68,412	0.00	0	**2.00**	**68,412**
Program affected: Storm Drainage Amendment converts two temporary positions to 2.0 FTE Environmental Inspectors. Environmental inspections ensure that wastewater and stormwater discharged into collection and conveyance systems meet all regulatory requirements. Regulatory agencies require annual inspections on wastewater pre-treatment and stormwater conveyance systems and facilities. In addition, the City requires all new private ponds be subject to annual inspection with eventual phasing of existing ponds into the annual inspection program. The positions require certain technical skills needed to document and create comprehensive reports for regulatory agencies. Personal services ($118,064), reduction in temporary salary (-$54,080), and other staff related operating costs ($4,428).						
4.0 Prairie Waters Project Treatment Plant Operators	0.00	0	4.00	180,186	**4.00**	**180,186**
Program affected: Water Treatment In order to perform start-up operations and operate Aurora Reservoir Water Purification Facility (ARWPF) for the Prairie Waters Project (PWP), 4.0 FTE Water Treatment Plant Operators are needed. Positions will be filled June 2009. Personal services ($162,756), one-time computer related ($4,430), and other staff related operating costs ($13,000).						

Aurora Water

BUDGET AMENDMENT REQUESTS

	2009					
	Wastewater Fund		Water Fund		Total	
Fund \ Type \ Description	FTE	Budget	FTE	Budget	FTE	Budget
New Appropriation						
Closed Circuit Television Hardware and Software	0.00	370,000	0.00	0	**0.00**	**370,000**
Program affected: Sanitary Collection Replace Closed Circuit Television (CCTV) hardware, cameras and associated equipment, and software. CCTV inspection of infrastructure is a major function of the wastewater and stormwater systems inspection program. Equipment reliability is critical to the program. The current system has exceeded the service life and needs numerous repairs. The new system will integrate with Aurora Water's Maintenance Management Systems (MMS).						
Lower Arkansas Valley Agreement	0.00	0	0.00	500,000	**0.00**	**500,000**
Program affected: Water Resources Funding for anticipated Super Ditch agreement with the Lower Arkansas Valley Water Conservancy District. Aurora will make a $500,000 payment for the next four years (2009-2012) to the Lower District. Payments are part of a stipulated settlement in pending federal court litigation related to Aurora's recently executed 40 year contract with the Bureau of Reclamation for the use of excess storage and exchange capacity in the FryingPan-Arkansas Project. Payments will fund projects that facilitate the ability to transfer water from agriculture to urban use under leasing and fallowing programs and/or improve water quality in the Arkansas Basin. Aurora will also reap indirect benefits relative to its water supplies.						
Metro Wastewater Increase	0.00	2,909,376	0.00	0	**0.00**	**2,909,376**
Program affected: Department Wide Metro Wastewater has proposed a 9.0 percent increase in annual charges revenue collected from all connectors for 2009 to fund three projects (Upgrade of North Secondary Complex, Upgrade of South Secondary Complex, and Construction of North Satellite Plant) needed by 2015. Metro is proposing to issue $250 million in debt in the year 2010 and increase annual charges revenue by 9.0 percent each year for the period 2009-2016. Aurora Water's share of the increase each year will be based on actual flows and loadings.						

Aurora Water

BUDGET AMENDMENT REQUESTS

	2009					
	Wastewater Fund		Water Fund		Total	
Fund \ Type \ Description	**FTE**	**Budget**	**FTE**	**Budget**	**FTE**	**Budget**
New Appropriation						
Prairie Waters Project Chief Plant Operator	0.00	0	1.00	58,725	**1.00**	**58,725**
Program affected: Water Treatment Chief Plant Operator needed to assist in start-up of the Prairie Waters Project, supervise treatment plant operators, coordinate employee scheduling and training, and order treatment chemicals and supplies. Position will be filled June 2009. Personal services ($44,349), one-time equipment ($8,000), one-time computer related ($1,796), and other staff related operating costs ($4,580).						
Prairie Waters Project Instrumentation & Controls Supervisor	0.50	53,022	0.50	53,059	**1.00**	**106,081**
Program affected: Technical Operations Supervisor dedicated to Instrumentation and Controls is required to ensure the successful startup and integration of the Prairie Waters Project (PWP) systems as they are brought into the existing Supervisory Control and Data Acquisition System (SCADA). PWP will increase the amount of instrumentation and security related devices that will be tied to the SCADA system. Supervision is required for the expanded coordination of work activities. Personal services ($83,364), one-time computer related ($10,307), radios ($3,200), miscellaneous one-time ($3,240), and other staff related operating costs ($5,970).						
Prairie Waters Project Maintenance Mechanic	0.00	0	1.00	51,899	**1.00**	**51,899**
Program affected: Water Treatment Maintenance Mechanic needed to assist in plant start-up operations, prepare maintenance schedules for equipment, update the maintenance management program, and begin routine preventive maintenance on equipment for the Prairie Waters Project. Position will be filled June 2009. Personal services ($31,583), stand-by pay ($7,200), overtime pay ($3,000), one-time computer related ($1,796), and other staff related operating costs ($8,320).						

Aurora Water

BUDGET AMENDMENT REQUESTS

	2009					
	Wastewater Fund		Water Fund		Total	
Fund \ Type \ Description	**FTE**	**Budget**	**FTE**	**Budget**	**FTE**	**Budget**
New Appropriation						
Prairie Waters Project Senior Maintenance Specialist	0.00	0	1.00	64,729	**1.00**	**64,729**
Program affected: Water Treatment Senior Maintenance Specialist is needed to assist in start-up of the Prairie Waters Project, participate in construction meetings, observe construction activities, and develop the treatment plant maintenance program. Position will be filled June 2009. Personal services ($37,368), one-time tools/equipment ($15,000), one-time computer related ($2,841), and other staff related operating costs ($9,520).						
Prairie Waters Project Start Up Costs	0.00	0	0.00	1,373,267	**0.00**	**1,373,267**
Program affected: Water Treatment Operating supplies and services and equipment needed for start up of the Aurora Reservoir Water Purification Facility (ARWPF) and the Prairie Waters Raw Water Pumping System. This includes: one-time equipment, tool, and safety supply purchases of $233,967; utility (water, natural gas, and electricity) costs of $451,183; treatment chemical purchases of $607,717; general operating supplies costs of $58,500; technical services of $14,000; and other operating costs of $7,900.						
Prairie Waters Project Treatment Plant Supervisor	0.00	0	1.00	64,012	**1.00**	**64,012**
Program affected: Water Treatment Treatment Plant Supervisor is needed to assist in start-up of the Prairie Waters Project, perform start-up operations, supervise treatment plant operations, participate in construction meetings, and observe construction activities. Position will be filled June 2009. Personal services ($52,801), one-time computer related ($2,841), and other ongoing staff related operating costs ($8,370).						
Prairie Waters Project Water Maintenance Supervisor	0.50	41,207	0.50	41,207	**1.00**	**82,414**
Program affected: Pumping Stations Water Maintenance Supervisor is needed to supervise Pumping Section staff assigned to the ongoing predictive and preventative maintenance of the Prairie Waters Raw Water Pumping Stations. Position will observe construction of the pump stations, and master equipment and operational decisions to ensure continuity of operations and maintenance of these critical pieces of the Prairie Waters Project delivery and conveyance system. Personal services ($69,688), one-time computer related ($606), and other staff related operating costs ($12,120).						

Aurora Water

BUDGET AMENDMENT REQUESTS

	2009					
	Wastewater Fund		Water Fund		Total	
Fund \ Type \ Description	**FTE**	**Budget**	**FTE**	**Budget**	**FTE**	**Budget**
New Appropriation						
Pump Station Operating Costs	0.00	34,300	0.00	36,000	**0.00**	**70,300**
Program affected: Pumping Stations Amendment includes utilities for Cherry Creek Lift Station #15 and Zone 8 Blackstone Pump Station (coming online in 2009); bioxide chemicals for Kings Pointe Lift Station Bioxide Odor Control Unit; and one-time and ongoing repair and maintenance of various pump stations, tanks, and lift stations.						
Quality Control Operating Costs	0.00	7,500	0.00	25,800	**0.00**	**33,300**
Program affected: Aurora Water Quality Control Amendment includes funding for laboratory audit (one-time cost for follow up to 2007 audit), proper disposal of chemicals and biological hazardous waste, liquid argon for Inductive Coupled Plasma Mass Spectrometer (ICP-MS) purchased in 2008, purchase and ongoing cleaning of lab coats, prescription safety glasses, and cost of outside laboratories for testing of new issues (endocrine disruptors, pesticides, etc.).						
Sanitary Treatment Repair and Maintenance	0.00	153,790	0.00	0	**0.00**	**153,790**
Program affected: Sanitary Treatment One-time repairs and maintenance to Sand Creek Water Reuse Plant. Repairs and maintenance include installation of manual electrical transfer switch for portable generator to maintain microbiology in critical treatment processes during extended power outages; blanket monitors for secondary clarifiers to monitor/record sludge levels and alarm operator of increasing sludge level; preventive maintenance on primary clarifiers; and repair of damaged concrete on secondary clarifiers effluent weirs.						

Aurora Water

BUDGET AMENDMENT REQUESTS

	2009					
	Wastewater Fund		Water Fund		Total	
Fund \ Type \ Description	FTE	Budget	FTE	Budget	FTE	Budget
New Appropriation						
Technical Operations Operating Costs	0.00	299,620	0.00	299,617	**0.00**	**599,237**
Program affected: Technical Operations Amendment includes computer software and hardware, training, and overtime (primarily additional Hansen Maintenance Management System licenses at $238,642, migration from Hansen 7.5 to Hansen 8 at $193,000, and renovation required for Instrumentation & Controls work area at $88,568). Migration from Hansen 7.5 to Hansen 8 will provide value to Water Operations business processes and workflows (100% Web Server-side solution, field level data security and encryption, mobile solution companion products and field devices, and personalized user interface). In addition, support for Hansen 7.5 not available as of 2010.						
Transmission and Distribution Equipment and Materials Reduction	0.00	0	0.00	-348,550	**0.00**	**-348,550**
Program affected: Water Transmission and Distribution Amendment includes the one-time purchase of $51,450 in operating equipment (tandem axel equipment trailer, hydrant removal kit, and portable and hydraulic valve operators) for Transmission & Distribution offset by a one-time reduction of $400,000 in internal construction materials (piping, bedding materials, patching materials, etc.) used for in-house water line replacement projects that will not be required in 2009.						
Transmission and Distribution Water Maintenance Worker	0.00	0	1.00	59,735	**1.00**	**59,735**
Program affected: Water Transmission and Distribution Maintenance Worker for the Pressure Regulating Valve (PRV) section of Water Transmission and Distribution. Currently, there are 5.0 FTE that maintain 106 Pressure Release Valves (PRV). PRVs are a critical infrastructure component for maintaining adequate pressure and flow throughout the distribution system. Regular monitoring, adjustment, maintenance, and rebuilding are essential to proper operation of the PRVs to ensure the delivery of sufficient water pressure to customers and for fire protection services. Aurora Water staffing plan metric is 1.0 FTE per 15 PRVs. Personal services ($45,878), one-time costs for radios ($5,200), and other staff related operating costs ($8,657).						

Aurora Water

BUDGET AMENDMENT REQUESTS

	2009					
	Wastewater Fund		Water Fund		Total	
Fund \ Type \ Description	**FTE**	**Budget**	**FTE**	**Budget**	**FTE**	**Budget**
New Appropriation						
Treatment Plant Maintenance	0.00	0	0.00	210,400	**0.00**	**210,400**
Program affected: Water Treatment Amendment includes funding for security plans and assessment in accordance with the Chemical Facility Anti-Terrorism Act of 2008 for Wemlinger and Griswold Water Treatment Plants, installation of filter particle counters to detect filter breakthrough or inadequate filtration to stay in compliance with Drinking Water Regulations (two particle counters installed each year for the next eight years until all filters are equipped) at Wemlinger and Griswold Water Treatment Plants, and backwash pump maintenance critical to the operation of the water treatment plant at Wemlinger.						
Water and Utility Services Operating Costs	0.00	116,590	0.00	116,591	**0.00**	**233,181**
Program affected: Aurora Water Services Amendment includes temporary help for the Aurora Water Warehouse function, laundry and cleaning, small tools (chain cutter and bender), prescription safety glasses for employees required to wear protective eyewear, and design/renovation to the Wastewater/Stormwater building for a combined Aurora Water trades shop. Water service trades personnel will be relocated from North and the South Satellite to a consolidated shop at the Central Facilities Wastewater/Stormwater building.						
New Appropriation Total	**3.00**	**4,053,817**	**10.00**	**2,786,677**	**13.00**	**6,840,494**
Budget Cut						
Contract Work Reduction	0.00	0	0.00	-195,000	**0.00**	**-195,000**
Program affected: CIP Program Administration Funding for two contract construction coordinators added in 2008 will be eliminated due to the slowdown in development.						
Eliminate 1.0 Vacant Public Information Officer Position	0.00	0	-1.00	-78,901	**-1.00**	**-78,901**
Program affected: Public Information and Water Conservation In an effort to reduce expenditures department wide, 1.0 FTE vacant Public Information Officer position will be eliminated. This reduction will increase the workload of existing staff; however, the department will adjust the workload of remaining staff to minimize the impact on media and public communications by Aurora Water.						

Aurora Water

BUDGET AMENDMENT REQUESTS

	2009					
	Wastewater Fund		Water Fund		Total	
Fund \ Type \ Description	**FTE**	**Budget**	**FTE**	**Budget**	**FTE**	**Budget**
Budget Cut						
Eliminate 1.0 Water Intergovernmental Specialist	0.00	0	-1.00	-78,901	**-1.00**	**-78,901**
Program affected: Public Information and Water Conservation In an effort to reduce expenditures department wide, 1.0 FTE vacant Intergovernmental Specialist will be eliminated. Internal duties performed by the position will be delegated to existing staff. External duties performed by the position will be delegated to contract lobbyists.						
Reduction in Conservation Rebates	0.00	0	0.00	-73,000	**0.00**	**-73,000**
Program affected: Public Information and Water Conservation Conservation rebate program has been restructured to generate operating savings of $73,000.						
Reduction in Legal Services for Water Adjudications	0.00	0	0.00	-200,000	**0.00**	**-200,000**
Program affected: Water Resources Outside legal services employed by the department for water adjudications will be reduced by $200,000. Aurora Water will work with the City Attorney's Office and outside attorneys to reduce costs on water cases.						
Reduction in Professional Services	0.00	0	0.00	-150,000	**0.00**	**-150,000**
Program affected: Business Services Administration In an effort to reduce operating expenses, funding for rate/fee analysis and financial planning studies will be reduced by $150,000. Aurora Water staff will perform some analytical work previously done by rate and financial consultants.						
Budget Cut Total	**0.00**	**0**	**-2.00**	**-775,802**	**-2.00**	**-775,802**
Amendment Request Total	**3.00**	**4,053,817**	**8.00**	**2,010,875**	**11.00**	**6,064,692**

EXPENDITURE SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Wastewater Fund	30,016,068	34,175,343	41,077,546	44,998,536
Water Fund	61,003,213	74,906,216	89,350,833	95,049,928
Expenditures Total	**$91,019,281**	**$109,081,559**	**$130,428,379**	**$140,048,464**

Aurora Water

STAFFING SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Wastewater Fund	134.10	144.35	152.70	155.70
Water Fund	240.90	258.65	262.30	270.30
Staffing Total	**375.00**	**403.00**	**415.00**	**426.00**

PROGRAM SUMMARY

Aurora Water Administration

Brief Description

Provide executive management direction and control for Aurora Water.

Primary Program Measures (Selected Funds)

Volume (most recent data):

230,052 Total 2007 operating and capital improvement funds spent (in thousands)

(Est.) Cost/Unit:

$2.389 per thousand dollars of operating and capital

2009 Net Cost:

$549,585

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	3.00	3.00	3.00	3.00
Expenditures Total	**$475,734**	**$358,938**	**$527,966**	**$549,585**
Wastewater Fund	195,928	178,050	258,865	274,099
Water Fund	279,806	180,888	269,101	275,486

Program Description

Provide executive management direction and control of the City's water, sanitary sewer, and storm drainage utility systems 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 with billing, collections, and payment processing.

Primary Program Measures (Selected Funds)

Volume (most recent data):

115,941,827 Utility sales/revenue

(Est.) Cost/Unit:

$0.0157 per dollar of revenue collected

2009 Net Cost:

$1,818,943

Aurora Water

PROGRAM SUMMARY

Aurora Water Customer Billing

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	16.00	16.00	16.00	16.00
Expenditures Total	**$1,684,919**	**$1,909,698**	**$1,798,679**	**$1,818,943**
Wastewater Fund	811,731	925,374	889,469	908,421
Water Fund	873,188	984,324	909,210	910,522

Program 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 2009 Water Management Plan.

Aurora Water Debt Service-Wastewater

Brief Description

Fund debt service payments for the Wastewater Fund.

Primary Program Measures (Selected Funds)

Volume (most recent data):
N/A

(Est.) Cost/Unit:
N/A

2009 Net Cost:
$5,912,904

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$3,977,835**	**$4,855,428**	**$5,912,808**	**$5,912,904**
Wastewater Fund	3,977,835	4,855,428	5,912,808	5,912,904

Program Description

Fund debt service payments for the Wastewater Fund.

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.

Aurora Water

PROGRAM SUMMARY

Aurora Water Debt Service-Water

Brief Description
Fund debt service payments for the Water Fund.

Primary Program Measures (Selected Funds)
Volume (most recent data):
N/A

(Est.) Cost/Unit:
N/A

2009 Net Cost:
$41,671,423

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$23,187,899**	**$36,031,404**	**$44,274,847**	**$41,671,423**
Water Fund	23,187,899	36,031,404	44,274,847	41,671,423

Program Description
Fund debt service payments for the Water Fund.
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.

Aurora Water Operations Administration

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

Primary Program Measures (Selected Funds)
Volume (most recent data):
29,652 Total 2007 operating funds spent (in thousands)

(Est.) Cost/Unit:
$47.57 per thousand dollars managed

2009 Net Cost:
$1,410,500

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	8.00	10.00	11.00	11.00
Expenditures Total	**$953,218**	**$1,295,949**	**$1,482,878**	**$1,410,500**
Wastewater Fund	387,374	510,400	580,974	646,198
Water Fund	565,844	785,549	901,904	764,302

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

Aurora Water

PROGRAM SUMMARY

Aurora Water Operations Administration

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.

Activity: Implement 2009 Water Management Plan.

Aurora Water Plans Review

Brief Description

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

Primary Program Measures (Selected Funds)

Volume (most recent data):

1,649 New customers or connections made from new development in 2007

(Est.) Cost/Unit:

$1,007 per review for each new connection

2009 Net Cost:

$1,661,239

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	19.00	20.00	20.00	20.00
Expenditures Total	**$1,207,445**	**$1,294,789**	**$1,444,894**	**$1,661,239**
Wastewater Fund	617,057	641,209	732,544	830,685
Water Fund	590,388	653,580	712,350	830,554

Program Description

Provide engineering review, utility infrastructure planning, analysis, and records management of the City's utility systems; field inspections for wet utilities; 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 Quality Control

Brief Description

Demonstrate ongoing compliance with applicable federal, state, and local standards.

Primary Program Measures (Selected Funds)

Volume (most recent data):

74,648 Quality control tests completed in 2007

(Est.) Cost/Unit:

$16.48 per quality control test

2009 Net Cost:

$1,230,145

Aurora Water

PROGRAM SUMMARY

Aurora Water Quality Control

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	10.50	10.50	10.50	10.50
Expenditures Total	**$972,765**	**$1,170,932**	**$1,144,281**	**$1,230,145**
Wastewater Fund	196,658	290,337	302,120	318,627
Water Fund	776,107	880,595	842,161	911,518

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

Activity: Promote education and awareness programs for 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 (Selected Funds)

Volume (most recent data):

22,139 New pipeline tests, locates, and internal service requests in 2007

(Est.) Cost/Unit:

$96.7 per pipeline test, locate, or internal service request

2009 Net Cost:

$2,140,838

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	20.00	24.00	24.00	24.00
Expenditures Total	**$1,675,776**	**$1,839,497**	**$1,984,550**	**$2,140,838**
Wastewater Fund	777,842	872,354	969,435	1,064,864
Water Fund	897,934	967,143	1,015,115	1,075,974

Program Description

Provide quality customer service to internal and external customers including warehouse services, specialized trade support, and 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

PROGRAM SUMMARY

Business Services Administration

Brief Description

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

Primary Program Measures (Selected Funds)

Volume (most recent data):

230,052 Operating and capital improvement funds spent in 2007 (in thousands)

(Est.) Cost/Unit:

$9.7174 per thousand dollars of operating and capital funds spent

2009 Net Cost:

$2,235,502

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	15.00	14.50	14.00	14.00
Expenditures Total	**$896,452**	**$1,382,142**	**$2,192,136**	**$2,235,502**
Wastewater Fund	416,231	541,421	908,477	1,020,613
Water Fund	480,221	840,721	1,283,659	1,214,889

Program 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: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Development of 2009 Aurora Water operating and capital budget.

Goal: Provide an excellent water management and utility system.

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 (Selected Funds)

Volume (most recent data):

116,801 Capital improvement dollars spent in 2007 (thousands)

(Est.) Cost/Unit:

$22.6 per thousand of capital improvement expenditures managed

2009 Net Cost:

$2,640,147

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	19.00	24.00	24.00	24.00
Expenditures Total	**$2,389,675**	**$1,748,001**	**$2,700,036**	**$2,640,147**
Wastewater Fund	802,516	691,678	1,081,846	1,162,882
Water Fund	1,587,159	1,056,323	1,618,190	1,477,265

Aurora Water

PROGRAM SUMMARY

CIP Program Administration

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

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.

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

Clean Water Program

Brief Description

Manage water quality, environmental compliance, and permitting issues.

Primary Program Measures (Selected Funds)

Volume (most recent data):

120 Watershed management councils, permits, and outreach events

(Est.) Cost/Unit:

$6,474 per management council, permit, or outreach event

2009 Net Cost:

$776,893

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	3.00	3.00	3.00	3.00
Expenditures Total	**$519,342**	**$482,598**	**$771,037**	**$776,893**
Wastewater Fund	519,342	482,598	771,037	776,893

Program 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.

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

Aurora Water

PROGRAM SUMMARY

Customer Service

Brief Description
Provide accurate meter reading and service response for customers.

Primary Program Measures (Selected Funds)
Volume (most recent data):
962,148 Meter reads, service calls, meter maintenance in 2007

(Est.) Cost/Unit:
$3.5024 per read or service call

2009 Net Cost:
$3,369,854

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	30.00	30.00	31.00	31.00
Expenditures Total	**$2,840,011**	**$2,734,692**	**$3,218,600**	**$3,369,854**
Water Fund	2,840,011	2,734,692	3,218,600	3,369,854

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

Activity: Participate in joint ventures with other governmental agencies to achieve efficiencies related to City services and programs.

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.

Department Wide

Brief Description
Provide department wide funding not related to any specific program.

Primary Program Measures (Selected Funds)
Volume (most recent data):
N/A

(Est.) Cost/Unit:
N/A

2009 Net Cost:
$28,968,291

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$20,928,810**	**$22,400,467**	**$20,228,057**	**$28,968,291**
Wastewater Fund	13,290,745	15,309,718	16,411,941	19,412,845
Water Fund	7,638,065	7,090,749	3,816,116	9,555,446

Aurora Water

PROGRAM SUMMARY

Department Wide

Program Description

Provide department-wide funding not related to any specific Aurora Water program. Major items include the administration fee paid to the General Fund, short-term water leases, risk charges, temporary storage, and Metro Wastewater charge for services.

Council Goals/Objectives:Activities Supported

Goal: N/A

Activity: N/A

Public Information and Water Conservation

Brief Description

Provide water information and conservation services to the public.

Primary Program Measures (Selected Funds)

Volume (most recent data):

35,532,664 Number of media circulation/impressions

(Est.) Cost/Unit:

$0.068 per media circulation/impression

2009 Net Cost:

$2,414,501

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	13.00	17.00	17.00	15.00
Expenditures Total	**$1,588,771**	**$2,149,333**	**$2,510,905**	**$2,414,501**
Water Fund	1,588,771	2,149,333	2,510,905	2,414,501

Program Description

Provide water information and conservation services to the public; develop school curriculums; and develop and administer water conservation programs including Xeriscape education, rebates on water conserving devices, and lawn permits. Provide education and awareness programs for 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: Enhance media relationships and focus on earning positive media coverage.

Activity: Maximize use of the City web site to promote the City and community. Monitor and update key areas of the site to ensure it is user-friendly and offers needed services and information. Work to increase resident, business, and visitor usage of the site.

Activity: Evaluate public relations efforts.

Goal: Provide an excellent water management and utility system.

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

Pumping Stations

Brief Description

Provide operation and maintenance of pumping stations and storage facilities.

Primary Program Measures (Selected Funds)

Volume (most recent data):

5,570 Millions of gallons pumped

(Est.) Cost/Unit:

$561 per million gallons of water pumped

2009 Net Cost:

$3,126,823

Aurora Water

PROGRAM SUMMARY

Pumping Stations

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	14.00	16.00	17.00	18.00
Expenditures Total	**$2,100,379**	**$2,465,885**	**$3,333,437**	**$3,126,823**
Wastewater Fund	664,680	890,883	1,283,789	1,158,224
Water Fund	1,435,699	1,575,002	2,049,648	1,968,599

Program 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.

Sanitary Collection

Brief Description

Provide maintenance of the wastewater collection system.

Primary Program Measures (Selected Funds)

Volume (most recent data):

1,050 Miles of sanitary sewers

(Est.) Cost/Unit:

$4,078 per mile of sanitary sewer

2009 Net Cost:

$4,281,640

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	33.50	34.00	36.50	36.50
Expenditures Total	**$2,560,183**	**$2,622,928**	**$3,722,475**	**$4,281,640**
Wastewater Fund	2,560,183	2,622,928	3,722,475	4,281,640

Program Description

Provide maintenance of the sanitary sewer 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.

Aurora Water

PROGRAM SUMMARY

Sanitary Treatment

Brief Description
Provide sewage treatment services for Aurora residents and businesses.

Primary Program Measures (Selected Funds)
Volume (most recent data):
1,443,009 Thousand gallons of effluent treated

(Est.) Cost/Unit:
$1.0275 per thousand gallons of effluent treated

2009 Net Cost:
$1,482,633

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	9.00	9.00	9.00	9.00
Expenditures Total	**$1,309,698**	**$1,168,112**	**$1,561,371**	**$1,482,633**
Wastewater Fund	1,309,698	1,168,112	1,561,371	1,482,633

Program 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.

Storm Drainage

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

Primary Program Measures (Selected Funds)
Volume (most recent data):
424 Miles of drainage channels

(Est.) Cost/Unit:
$10,604 per mile of drainage channel

2009 Net Cost:
$4,495,985

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	24.50	26.50	28.50	30.50
Expenditures Total	**$2,852,471**	**$3,461,948**	**$4,716,769**	**$4,495,985**
Wastewater Fund	2,852,471	3,461,948	4,716,769	4,495,985

Program 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.

Aurora Water

PROGRAM SUMMARY

Technical Operations

Brief Description
Provides technical and application support for Water Department.

Primary Program Measures (Selected Funds)

Volume (most recent data):
25,725 Service calls, repairs, preventative maintenance, and assistance activity

(Est.) Cost/Unit:
$97.29 per activity

2009 Net Cost:
$2,502,727

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	16.00	18.00	20.00	21.00
Expenditures Total	**$1,292,811**	**$1,473,491**	**$1,951,447**	**$2,502,727**
Wastewater Fund	641,321	732,905	973,626	1,251,023
Water Fund	651,490	740,586	977,821	1,251,704

Program Description
Provides technical and 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.

Water Resources

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

Primary Program Measures (Selected Funds)

Volume (most recent data):
4,480 Leased and purchased water supplies, in acre-feet

(Est.) Cost/Unit:
$2,556 per acre foot of water supply leased or purchased

2009 Net Cost:
$11,448,955

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	26.00	25.00	25.00	25.00
Expenditures Total	**$7,008,980**	**$6,816,407**	**$10,994,450**	**$11,448,955**
Water Fund	7,008,980	6,816,407	10,994,450	11,448,955

Program 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.

Aurora Water

PROGRAM SUMMARY

Water Resources

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.

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

Water Supply

Brief Description

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

Primary Program Measures (Selected Funds)

Volume (most recent data):

16,077,420 Thousand gallons of raw water delivered in 2007

(Est.) Cost/Unit:

$0.1724 per thousand gallons of raw water delivered

2009 Net Cost:

$2,772,016

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	10.50	12.50	12.50	12.50
Expenditures Total	**$1,761,010**	**$1,632,524**	**$2,713,262**	**$2,772,016**
Water Fund	1,761,010	1,632,524	2,713,262	2,772,016

Program 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.

Water Transmission and Distribution

Brief Description

Provide reliable delivery of potable water at a sufficient pressure.

Primary Program Measures (Selected Funds)

Volume (most recent data):

1,382 Miles of potable water distribution network operated and maintained

(Est.) Cost/Unit:

$4,542 per mile of potable water distribution network

2009 Net Cost:

$6,276,910

Aurora Water

PROGRAM SUMMARY

Water Transmission and Distribution

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	53.00	56.00	60.00	61.00
Expenditures Total	**$5,121,975**	**$5,471,275**	**$6,493,763**	**$6,276,910**
Water Fund	5,121,975	5,471,275	6,493,763	6,276,910

Program 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 (Selected Funds)

Volume (most recent data):

16,460 Million gallons of treated water in 2007

(Est.) Cost/Unit:

$417 per million gallons of treated water

2009 Net Cost:

$6,860,010

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	32.00	34.00	33.00	41.00
Expenditures Total	**$3,714,115**	**$4,315,121**	**$4,749,731**	**$6,860,010**
Water Fund	3,714,115	4,315,121	4,749,731	6,860,010

Program 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	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	50.00	51.00	52.00	50.50
Personal Services	3,976,345	4,199,125	4,582,827	4,610,154
Supplies and Services	2,279,789	4,492,398	6,020,600	4,823,131
Interfund Charges	25,700	31,414	32,268	33,047
Expenditures Total	**$6,281,834**	**$8,722,937**	**$10,635,695**	**$9,466,332**

MAJOR VARIANCE EXPLANATION

In 2007, expenditures increased $2.4 million (38.9 percent) due primarily to increases in the supplies and services budget. The majority of this increase is to pay for the continued legal expenses for the Prairie Waters project. The Water Fund paid $4.2 million for legal expenses. In addition, a $66,500 increase to the supplies and services category was added to the budget to partially restore prior years' cuts. Personal services costs increased a net of $222,800 (5.6 percent) as the City Attorney's office received funding for pay increases to assist with recruitment and retention of quality legal staff. Also, an additional FTE was added to facilitate services provided to victims of crimes.

In 2008, total expenditures are projected to increase approximately $1.9 million or 21.9 percent. The increase is due primarily to a $1.5 million increase in anticipated legal expenses for the Prairie Waters Project. Personal services expenses are anticipated to increase $383,700 (9.1 percent) due to the transfer an FTE from the Police Department which had no net impact on the General Fund. In addition, the City Attorney's Office funded biannual step increases to improve retention and recruitment of legal staff.

In 2009, total expenditures are projected to fall by $1.2 million (11.0 percent) due primarily to lower than anticipated legal expenses for the Prairie Waters Project. Personal services will increase $27,300 (0.6 percent) due to the elimination of 1.5 vacant positions offset by changes in salaries and benefits. The listing of budget amendments describes the 2009 changes in detail.

City Attorney

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
General Fund				
Budget Cut				
Eliminate Vacant 1.5 Vacant FTE	-1.50	-110,000	0	-110,000
Programs affected: Civil and Criminal Divisions As approved at the Fall Council Budget Workshop, this is a reduction of $110,000 which eliminates 1.5 vacant FTE (1.0 Paralegal and 0.5 Assistant City Attorney), offset by a small increase to pay for temporary salary for a contract Clerical Supervisor position.				
Budget Cut Total	**-1.50**	**-110,000**	**0**	**-110,000**
General Fund Total	**-1.50**	**-110,000**	**0**	**-110,000**
Amendment Request Total All Funds	**-1.50**	**-110,000**	**0**	**-110,000**

EXPENDITURE SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
General Fund	4,230,779	4,553,931	4,935,695	4,966,332
Water Fund	2,051,055	4,169,006	5,700,000	4,500,000
Expenditures Total	**$6,281,834**	**$8,722,937**	**$10,635,695**	**$9,466,332**

STAFFING SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
General Fund	50.00	51.00	52.00	50.50
Staffing Total	**50.00**	**51.00**	**52.00**	**50.50**

PROGRAM SUMMARY

Civil Division

Brief Description

Civil Division provides legal counsel to City offices and City Council.

Primary Program Measures (Selected Funds)

Volume (most recent data):

N/A

(Est.) Cost/Unit:

N/A

2009 Net Cost:

$7,539,540

City Attorney

PROGRAM SUMMARY

Civil Division

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	25.00	25.00	26.00	25.00
Expenditures Total	**$4,592,572**	**$6,933,791**	**$8,701,292**	**$7,539,540**
General Fund	2,541,517	2,764,785	3,001,292	3,039,540
Water Fund	2,051,055	4,169,006	5,700,000	4,500,000

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 (Selected Funds)

Volume (most recent data):

76,000 Case filings

(Est.) Cost/Unit:

$25.35 per case filing

2009 Net Cost:

$1,926,792

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	25.00	26.00	26.00	25.50
Expenditures Total	**$1,689,262**	**$1,789,146**	**$1,934,403**	**$1,926,792**
General Fund	1,689,262	1,789,146	1,934,403	1,926,792

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.

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	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	13.00	14.00	14.00	14.00
Personal Services	450,962	517,950	594,422	591,214
Supplies and Services	297,518	363,646	391,951	363,589
Interfund Charges	4,399	5,377	5,524	5,657
Capital Related	0	0	9,416	42,716
Transfers Out	1,000	2,000	2,000	2,000
Expenditures Total	**$753,879**	**$888,973**	**$1,003,313**	**$1,005,176**

MAJOR VARIANCE EXPLANATION

City Council expenditures equate to only about 0.2 percent of the City's expenditures in any given year. Expenditures in 2007 increased $135,100 (17.9 percent) primarily due to additional costs associated with the Advisory Panel on Aurora's Governance and Infrastructure Development and a contribution of $30,000 to the Parade of Homes. In 2008, expenditures increased $114,300 (12.9 percent) due primarily to the projected full funding of several positions vacant in 2007, including an additional Council Support Coordinator added in the fall of 2007. For 2009, a $1,900 (0.2 percent) increase in expenditures is primarily due to the elimination of the Blue Ribbon Panel and a reduction in Council contingency, offset by increases in dues and subscriptions and a one-time Metro Mayors Transportation Study. The amendments are detailed below.

BUDGET AMENDMENT REQUESTS

	2009			
Fund \ Type \ Description	**FTE**	**Budget**	**Revenue**	**Net**
General Fund				
New Appropriation				
Metro Mayors Transportation Study	0.00	25,000	0	25,000
Program affected: Council Contingency This is an increase in City Council Contingency to pay for the Metro Mayors Transportation Study.				

City Council

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
General Fund				
New Appropriation				
Metro Mayors Youth Award	0.00	500	0	500
Program affected: Council Contingency This is an addition to the Council budget for the Metro Mayors Youth Award. This increases the total budget for the youth award to $1,500.				
New Appropriation Total	**0.00**	**25,500**	**0**	**25,500**
Budget Cut				
Cut Blue-Ribbon Panel Budget	0.00	-40,000	0	-40,000
Program affected: City Council Lapse the blue ribbon panel budget as the panel has been disbanded.				
Reduction of City Council Contingency	0.00	-10,000	0	-10,000
Program affected: Council Contingency This is a reduction of the City Council Contingency Budget as approved by City Council during the Fall Budget Workshop.				
Budget Cut Total	**0.00**	**-50,000**	**0**	**-50,000**
General Fund Total	**0.00**	**-24,500**	**0**	**-24,500**
Amendment Request Total All Funds	**0.00**	**-24,500**	**0**	**-24,500**

EXPENDITURE SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Designated Revenues Fund	0	0	0	2,000
Development Review Fund	0	30,000	0	0
General Fund	753,879	858,973	1,003,313	1,003,176
Expenditures Total	**$753,879**	**$888,973**	**$1,003,313**	**$1,005,176**

STAFFING SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
General Fund	13.00	14.00	14.00	14.00
Staffing Total	**13.00**	**14.00**	**14.00**	**14.00**

PROGRAM SUMMARY

City Council

Brief Description

Costs associated with City Council and associated legislative activities.

Primary Program Measures (Selected Funds)

Volume (most recent data):

N/A

City Council

PROGRAM SUMMARY

City Council

(Est.) Cost/Unit:
N/A

2009 Net Cost:
$962,460

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	13.00	14.00	14.00	14.00
Expenditures Total	**$723,879**	**$843,423**	**$976,097**	**$964,460**
Designated Revenues Fund	0	0	0	2,000
General Fund	723,879	843,423	976,097	962,460

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. In 2009, $2,000 was moved from Council Contingency Program to the City Council Program for the purchase of print media column space.

Council Goals/Objectives:Activities Supported

Goal: All

Activity: All.

Council Contingency

Brief Description

A contingency amount for unanticipated items.

Primary Program Measures (Selected Funds)

Volume (most recent data):
N/A

(Est.) Cost/Unit:
N/A

2009 Net Cost:
$40,716

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$30,000**	**$15,550**	**$27,216**	**$40,716**
General Fund	30,000	15,550	27,216	40,716

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. In 2009, $10,000 in contingency was cut from the budget, offset by the addition of a one-time $25,000 Metro Mayor trasportation study. In addition, $2,000 was moved from Council Contingency Program to the City Council Program for the purchase of print media column space.

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	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	4.00	4.00	4.00	4.00
Personal Services	263,964	293,103	311,684	329,177
Supplies and Services	259,278	227,137	207,062	211,445
Interfund Charges	38,087	46,555	47,821	48,975
Expenditures Total	**$561,329**	**$566,795**	**$566,567**	**$589,597**

MAJOR VARIANCE EXPLANATION

In 2007, total expenditures increased by $5,500 or 1.0 percent. The majority of the increase in costs were for personal services of $29,100 and risk charges of $8,500. These increases were offset by a decrease in supplies and services of $32,100 as a result of lower professional services costs for screening fewer applicants.

In 2008, total expenditures remain flat with a $200 decrease. Pay and benefit are responsible for increases in personal services totaling $18,600 (6.3 percent). These increases are offset by a supplies and services decrease of $20,100 (12.4 percent) due to the costs for an extra academy in 2007 that did not recur in 2008.

Total expenditures in 2009 increase by $23,000 (4.1 percent). Personal services are the majority of the increase with $17,500 (5.6 percent) due to increased health insurance costs and savings of temporary costs in 2008 that are not expected to continue in 2009. Supplies and services increase by $4,400 (2.1 percent) as the department requests additional appropriation of $19,500 in order to cover increased applicant testing costs that started in 2008 with online applications. Additional detail on the budget amendment is found on the following pages.

BUDGET AMENDMENT REQUESTS

	2009			
Fund \ Type \ Description	**FTE**	**Budget**	**Revenue**	**Net**
General Fund				
New Appropriation				
Increased Applicant Testing Numbers	0.00	19,500	19,500	0
Program affected: Civil Service Commission In 2008, the Civil Service Commission began accepting online				

Civil Service Commission

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
General Fund				
New Appropriation				
applications. These applications make it easier for candidates to apply and allows the Commissioners to process and screen applications much faster. The first part of the screening process is a written test. This written test costs the City $15 per applicant. The Commission has proposed a new fee for 2009 to cover the costs of these tests. This request provides appropriation offset by the fee revenue in order to cover the costs of increased testing. Before online applications in 2008, the Commission tested between 700 and 1000 applicants per year. That number is now estimated to exceed 2,000 applicants.				
New Appropriation Total	**0.00**	**19,500**	**19,500**	**0**
General Fund Total	**0.00**	**19,500**	**19,500**	**0**
Amendment Request Total All Funds	**0.00**	**19,500**	**19,500**	**0**

EXPENDITURE SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
General Fund	561,329	566,795	566,567	589,597
Expenditures Total	**$561,329**	**$566,795**	**$566,567**	**$589,597**

STAFFING SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
General Fund	4.00	4.00	4.00	4.00
Staffing Total	**4.00**	**4.00**	**4.00**	**4.00**

PROGRAM SUMMARY

Civil Service Commission

Brief Description

Recruitment and certification of police officer and fire fighter candidates.

Primary Program Measures (Selected Funds)

Volume (most recent data):

1,015 Total number of candidates screened or certified

(Est.) Cost/Unit:

$551 per candidate screened or certified

2009 Net Cost:

$559,597

Civil Service Commission

PROGRAM SUMMARY

Civil Service Commission

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	4.00	4.00	4.00	4.00
Expenditures Total	**$561,329**	**$566,795**	**$566,567**	**$589,597**
General Fund	561,329	566,795	566,567	589,597

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 is also 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: Only selecting future public safety officers against the strictest of criteria.

Activity: Process sufficient successful police candidates to maintain the two per 1,000 staffing requirement.

Activity: Maintain police and fire promotion testing consistent with previous years.

Activity: Accommodate all disciplinary hearings.

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	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	101.00	102.00	102.00	100.00
Personal Services	5,165,302	5,432,942	5,769,840	5,781,170
Supplies and Services	785,078	1,115,880	891,321	959,127
Interfund Charges	306,118	371,711	380,521	395,415
Capital Related	60,223	22,347	3,000	3,000
Expenditures Total	**$6,316,721**	**$6,942,880**	**$7,044,682**	**$7,138,712**

MAJOR VARIANCE EXPLANATION

Expenditures in 2007 reflect a $626,200 (9.9 percent) increase over 2006. Personal services grew by $267,600 (5.2 percent) as formerly vacant positions were filled; one FTE was added for the First Appearance Center; and pay and benefit costs had risen. Expenditures for supplies and services increased $330,800 (42.1 percent) as the Court purchased a court server and security equipment. Additional on-going expenditure increases were due to the costs of providing interpreters to non-English speaking and hearing impaired parties in court cases, and the Interactive Voice Response (IVR) system.

In 2008 total expenditures are expected to increase $101,800 (1.5 percent). The entire increase is attributed to the personal services increase of $336,900 (6.2 percent). This increase is primarily due to pay and benefit increases. The personal services increase is expected to be principally offset by a decrease in supplies and services of $224,600 (20.1 percent) resulting from one-time equipment and supply purchases in 2007.

The 2009 budget increases are projected to be $94,000 (1.3 percent), due primarily to a cut of 1.5 vacant FTE offset by increases in salary and benefits. Supplies and services are anticipated to increase by $67,800 (7.6 percent) as a result of mandated cost increases for Detention costs for correctional healthcare management of $58,000 and the food provider for $10,000. Interfund charges round out the remainder of the increase with $14,900 (3.9 percent) for increased fuel and maintenance costs. The budget amendment requests section provides detail for the 2009 budget changes.

Court Administration

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
General Fund				
Budget Cut				
Elimination of 2.0 Vacant FTE	-2.00	-85,000	0	-85,000
Program affected: Detention As approved at the Fall Council Budget Workshop, this is a reduction of $85,000 which eliminates 2.0 vacant Assistant Detention Officer positions.				
Budget Cut Total	**-2.00**	**-85,000**	**0**	**-85,000**
General Fund Total	**-2.00**	**-85,000**	**0**	**-85,000**
Amendment Request Total All Funds	**-2.00**	**-85,000**	**0**	**-85,000**

EXPENDITURE SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
General Fund	6,316,721	6,942,880	7,044,682	7,138,712
Expenditures Total	**$6,316,721**	**$6,942,880**	**$7,044,682**	**$7,138,712**

STAFFING SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
General Fund	101.00	102.00	102.00	100.00
Staffing Total	**101.00**	**102.00**	**102.00**	**100.00**

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 (Selected Funds)

Volume (most recent data):
72,903 Summonses

(Est.) Cost/Unit:
$17.62 per summons

2009 Net Cost:
$1,284,374

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	22.00	23.00	23.00	23.00
Expenditures Total	**$1,130,045**	**$1,257,209**	**$1,274,772**	**$1,284,374**
General Fund	1,130,045	1,257,209	1,274,772	1,284,374

Court Administration

PROGRAM SUMMARY

Case Management

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 and payment plans.

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 (Selected Funds)

Volume (most recent data):

15,329 Detainees

(Est.) Cost/Unit:

$243 per Detainee

2009 Net Cost:

$3,728,168

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	55.00	55.00	55.00	53.00
Expenditures Total	**$3,287,434**	**$3,503,740**	**$3,681,053**	**$3,728,168**
General Fund	3,287,434	3,503,740	3,681,053	3,728,168

Program Description

Responsible for the custodial care, safety, and well-being of all people placed in the Detention facility. Processed 15,329 detainees in 2007.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Provide safe custodial care for detainees.

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 (Selected Funds)

Volume (most recent data):

2,977 Remands / transports

(Est.) Cost/Unit:

$231 per remand / transport

2009 Net Cost:

$687,282

Court Administration

PROGRAM SUMMARY

Marshal

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	10.00	10.00	10.00	10.00
Expenditures Total	**$631,329**	**$751,884**	**$678,278**	**$687,282**
General Fund	631,329	751,884	678,278	687,282

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 2007, the Marshal Division transferred prisoners from the court room to a holding cell; and completed necessary processing and transported prisoners to and from other metro jail facilities for a total of 2,977 transactions.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Provide a safe court environment for all court personnel and the public.

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 (Selected Funds)

Volume (most recent data):
N/A

(Est.) Cost/Unit:
N/A

2009 Net Cost:
$912,023

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	5.00	5.00	5.00	5.00
Expenditures Total	**$812,951**	**$952,367**	**$900,900**	**$912,023**
General Fund	812,951	952,367	900,900	912,023

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: Provide management and oversight of a safe and efficient court environment.

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.

Court Administration

PROGRAM SUMMARY

Probation

Brief Description

Supervise and monitor defendants sentenced to probation programs.

Primary Program Measures (Selected Funds)

Volume (most recent data):
11,920 Active cases

(Est.) Cost/Unit:
$44.2 per active case

2009 Net Cost:
$526,865

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	9.00	9.00	9.00	9.00
Expenditures Total	**$454,962**	**$477,680**	**$509,679**	**$526,865**
General Fund	454,962	477,680	509,679	526,865

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 proactive 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. In 2007, the total number of cases included processing 11,920 active domestic violence cases, of which 1,264 were new.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue to supervise and monitor all defendants sentenced to probation programs, activities and conflicts.

Development Services

15151 E. Alameda Parkway • Aurora, CO 80012 • (303) 739-7497
Dianne Truwe, Development Services Director • DTRUWE@auroragov.org

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	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	78.00	78.00	79.00	60.00
Personal Services	5,196,803	5,463,148	5,313,286	5,178,896
Supplies and Services	1,788,057	834,450	1,187,788	1,237,273
Interfund Charges	150,953	180,563	191,327	190,790
Capital Related	33,306	3,805	30,000	0
Transfers Out	959,250	20,000	20,000	20,000
Expenditures Total	**$8,128,369**	**$6,501,966**	**$6,742,401**	**$6,626,959**

MAJOR VARIANCE EXPLANATION

In 2007, actual expenditures were $1.6 million (20.0 percent) less than 2006 actual. Supplies and services decreased $953,600 (53.3 percent) due primarily to one-time grant expenditures not recurring, as well as decreases in computer and professional services expenditures in the Building Codes Division. A portion of the total decrease in expenditures is attributed to the move of $939,300 in transfers for overhead charges from Development Services to Non-Departmental. However, personal services increased $266,300 (5.1 percent) due to the partial-year employment of the seven discretionary (contract) employees together with increases for salaries, career progression, and employee costs.

In 2008, the entire Development Review Fund cut almost $1.5 million, including holding 16 vacant positions in response to the construction slowdown. The construction slowdown is expected to continue through 2009. Supplies and services increased $353,300 (42.3 percent), $136,200 in the Development Review Fund due to the restoration of professional services and expenditures in technology initiatives. The General Fund portion of personal services decreased 2.7 percent or $149,900 primarily from vacancy savings. General Fund personal services will be further reduced by a transfer from the Aurora Urban Renewal Authority (AURA). The remaining increase is in the Designated Revenues Fund for the Arts District Loan program. The net effect, after cuts, on the 2008 expenditure budget is an increase of $240,400 (3.7 percent) over 2007.

In 2009, the Development Review Fund will cut 17.0 vacant positions and eliminate 2.0 filled FTE, resulting in a savings of $134,400 (2.5 percent) in personal services compared to the 2008 projection. Capital Related costs of $30,000 for vehicles have been eliminated in the Development Review Fund. Three of the 4.0 FTE in the Urban Renewal Division will, at least, be partially paid from a transfer from the Urban Renewal Authority (AURA) $80,900, this transfer will offset expenditures in the General Fund. The Aurora Business Development Center is reducing contract staff by $15,000 as an additional reduction in the General Fund. The net effect on the 2009 expenditure budget is a reduction of $115,400 (1.7 percent) below the 2008 projection. Additional information on the budget amendments can be found on the following pages.

Development Services

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
Designated Revenues Fund				
Budget Cut				
Remove ACED / AEDC Payments From Designated Revenues Fund and Pay Directly From General Fund	0.00	-360,900	-360,900	0
Program affected: Economic Development The is technical adjustment to remove the appropiration and offsetting transfer revenue from the Designated Revenues Fund for economic development organizations. These payments were funded by a transfer from the Development Review Fund. These costs will now be paid directly from the General Fund.				
Budget Cut Total	**0.00**	**-360,900**	**-360,900**	**0**
Designated Revenues Fund Total	**0.00**	**-360,900**	**-360,900**	**0**
Development Review Fund				
Budget Cut				
Eliminate 17.0 Vacant Positions in the Development Review Fund	-17.00	-1,257,132	0	-1,257,132
Program affected: Building Codes Division In order for the Development Review Fund to remain balanced given significant revenue decreases, it is necessary to eliminate vacant positions. The cut will impact the ability to implement new department improvements, such as; scanning plans, online submissions services and offering single day permits to citizens.				
Eliminate 2.0 Filled FTE in the Development Review Fund	-2.00	-137,160	0	-137,160
Program affected: Building Codes Division In order for the Development Review Fund to remain balanced given significant revenue decreases, it is necessary to eliminate filled positions. The cut will impact the ability to implement new department improvements, such as; scanning plans, online submissions services and offering single day permits to citizens.				
Budget Cut Total	**-19.00**	**-1,394,292**	**0**	**-1,394,292**
Development Review Fund Total	**-19.00**	**-1,394,292**	**0**	**-1,394,292**
General Fund				
New Appropriation				
Pay for Economic Development From the General Fund and Restore to 2008 Levels	0.00	377,229	0	377,229
Program affected: Economic Development This amendment pays for ACED and AEDC from the General Fund at 2008 levels. These items were previously funded by a transfer from the Development Review Fund to the Designated Revenues Fund.				
New Appropriation Total	**0.00**	**377,229**	**0**	**377,229**

Development Services

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
General Fund				
Budget Cut				
Reduce Contract Position Hours at the Aurora Business Development Center	0.00	-15,000	0	-15,000
Program affected: Aurora Business Development Center The reduced funding will require a reduction in the number of hours for a full-time contract position. The cut will increase workload for existing staff and will potentially lower the number of small business seminars, as well as the ability to staff for walk-in one-on-one consultation . Processing time for Small Business Administration micro-loans will potentially increase.				
Reduce Travel and Training	0.00	-1,500	0	-1,500
Program affected: Development Services Administration Reduction of Travel and Training related expense				
Transfer portion of Urban Renewal Position to AURA funds.	0.00	0	80,852	-80,852
Program affected: Urban Renewal Development Services requests an appropriation from an alternate source for the existing FTE. Transfer will offset expenditures, at least, partially for 3 of the 4 FTE in the Urban Renewal Division. This transfer from the Aurora Urban Renewal Authority (AURA) will offset expenditures in the General Fund. Position will not be filled until revenue is earned from additional Urban Renewal areas. This ongoing vacancy will limit the City's ability to use Urban Renewal as a development tool.				
Budget Cut Total	**0.00**	**-16,500**	**80,852**	**-97,352**
General Fund Total	**0.00**	**360,729**	**80,852**	**279,877**
Amendment Request Total All Funds	**-19.00**	**-1,394,463**	**-280,048**	**-1,114,415**

EXPENDITURE SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Designated Revenues Fund	595,509	630,135	805,993	394,873
Development Review Fund	6,071,930	5,002,365	4,924,328	4,690,186
General Fund	779,607	812,793	840,702	1,370,400
Gifts & Grants Fund	681,323	56,673	171,378	171,500
Expenditures Total	**$8,128,369**	**$6,501,966**	**$6,742,401**	**$6,626,959**

STAFFING SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Designated Revenues Fund	1.00	1.00	1.00	1.00
Development Review Fund	69.00	69.00	69.00	50.00
General Fund	8.00	8.00	9.00	9.00

Development Services

STAFFING SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Staffing Total	**78.00**	**78.00**	**79.00**	**60.00**

PROGRAM SUMMARY

AURA - Development Services

Brief Description

Promote and manage urban renewal project areas.

Primary Program Measures (Selected Funds)

Volume (most recent data):

5 Urban renewal areas

(Est.) Cost/Unit:

$52,953 per urban renewal area

2009 Net Cost:

$264,765

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	3.00	3.00	4.00	4.00
Expenditures Total	**$752,620**	**$388,836**	**$684,311**	**$704,934**
Designated Revenues Fund	175,292	234,510	433,310	381,544
General Fund	194,461	154,326	251,001	323,390
Gifts & Grants Fund	382,867	0	0	0

Program Description

Establish plans, promote redevelopment opportunities, solicit private investment, implement strategies and projects for five existing urban renewal project areas and other City redevelopment activities. 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: Complete development projects throughout the City using urban renewal, CDBG programs, redevelopment programs, retail sales tax incentives, BIDs, and other tools.

Activity: Plan for high quality economic centers.

Activity: Maintain an aggressive retail expansion strategy while planning for high quality economic centers.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Work with developers on urban centers such as Buckingham Square, Fitzsimons, and Horizon City Center at I-70/E-470.

Development Services

PROGRAM SUMMARY

Building Codes Division

Brief Description
Building plan review, inspections, and permitting.

Primary Program Measures (Selected Funds)
Volume (most recent data):
8,790 Number of permits issued 2007

(Est.) Cost/Unit:
$534 per permit issued

2009 Net Cost:
$4,690,186

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	69.00	69.00	69.00	50.00
Expenditures Total	**$6,071,930**	**$5,002,365**	**$4,924,328**	**$4,690,186**
Development Review Fund	6,071,930	5,002,365	4,924,328	4,690,186

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 business programs.

Primary Program Measures (Selected Funds)
Volume (most recent data):
8,500 Contacts with current and future business owners in 2007

(Est.) Cost/Unit:
$37.5 per business contact

2009 Net Cost:
$318,717

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	3.00	3.00	3.00	3.00
Expenditures Total	**$616,971**	**$390,972**	**$490,099**	**$500,217**
Designated Revenues Fund	56,532	1,396	8,384	10,000
General Fund	261,983	332,903	310,337	318,717
Gifts & Grants Fund	298,456	56,673	171,378	171,500

Program Description
Provide one-on-one business advising, low-cost training, technical assistance, and loan programs. Coordinate Asian/Pacific cultural, educational and business programs. 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: Strive to support an environment conducive to business development and expansion while encouraging investment in the City.

Activity: Continue to maintain a constructive working relationship with the development community, through good customer service practices and by striving to ensure that the development review process is easily understood and functions properly.

Goal: Support effective efforts to integrate/orient an increasingly diverse community.

Activity: Continue to strengthen partnerships within the ethnic communities and individuals to incorporate interests into City-sponsored special events, programs, and services.

Development Services Administration

Brief Description

Provides general and operational management support of division departments and promotes private investment in the City.

Primary Program Measures (Selected Funds)

Volume (most recent data):

60 FTE Managed

(Est.) Cost/Unit:

$4,504 per employee

2009 Net Cost:

$270,212

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	3.00	3.00	3.00	3.00
Expenditures Total	**$323,163**	**$325,564**	**$279,364**	**$351,064**
General Fund	323,163	325,564	279,364	351,064

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 Codes Division. Major functions involve special projects, 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: Complete development projects throughout the City using urban renewal, CDBG programs, redevelopment programs, retail sales tax incentives, BIDs, and other tools.

Activity: Strive to support an environment conducive to business development and expansion while encouraging investment in the City.

Activity: Maintain an aggressive retail expansion strategy while planning for high quality economic centers.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Promote and maintain a high level of economic welfare and quality of life in Aurora through services provided by Public Works.

Goal: Support effective efforts to integrate/orient an increasingly diverse community.

Activity: Continue to strengthen partnerships within the ethnic communities and individuals to incorporate interests into City-sponsored special events, programs, and services.

Economic Development

Brief Description

Contracts with two non-profit public private/partnerships to provide economic development and marketing services for the City.

Primary Program Measures (Selected Funds)

Volume (most recent data):
2,342 Primary jobs created

(Est.) Cost/Unit:
$6.9722 per primary job created

2009 Net Cost:
$16,329

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$363,685**	**$394,229**	**$364,299**	**$380,558**
Designated Revenues Fund	363,685	394,229	364,299	3,329
General Fund	0	0	0	377,229

Program Description

Provide economic development and marketing for the City for 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 2009, the Economic Development program funding for AEDC and ACED was moved from the Development Review Fund to the General Fund.

Council Goals/Objectives:Activities Supported

Goal: Economic vitality: Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Complete development projects throughout the City using urban renewal, CDBG programs, redevelopment programs, retail sales tax incentives, BIDs, and other tools.

Activity: Maintain an aggressive retail expansion strategy while planning for high quality economic centers.

Activity: Initiate a regional activity or project, such as a hotel and conference center, regional event facility, or a regional visitor/tourist attraction.

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	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	60.00	64.00	66.00	62.50
Personal Services	3,844,615	4,133,983	4,393,372	4,586,187
Supplies and Services	794,649	927,218	903,486	849,738
Interfund Charges	43,113	53,339	57,926	57,943
Transfers Out	41,500	0	20,750	35,750
Expenditures Total	**$4,723,877**	**$5,114,540**	**$5,375,534**	**$5,529,618**

MAJOR VARIANCE EXPLANATION

In 2007, total expenditures excluding transfers increased $432,200 (9.2 percent). Personal services costs were the majority of the increase with an increase of $289,400 (7.5 percent) due to the addition of 3.0 FTE in the Tax Auditors/Tax Compliance staff; the addition of a development related Special Financial Analyst contract position; and the expected filling of vacant positions. Another contract position funded by Aurora Water was converted to an FTE with a savings of $15,100. Supplies and services costs increased by $132,600 (16.7 percent) due in part to consulting services for developer proposals, and for the health insurance actuarial study. Transfers out decreased by $41,500 (100 percent) due to a change in the Surplus and Deficiency allocation.

In 2008, total department expenditures excluding transfers increased $240,200 (4.7 percent) as a result of a $259,400 (6.3 percent) increase in personal services resulting from pay and benefit increases in accordance with City policy and vacancies in 2007 that were not expected to recur. The department added 1.0 FTE Administrative Assistant in Tax and Licensing to allow staff more resources for collection and auditing. Also, a 1.0 FTE Treasury Analyst position was added in the Designated Revenues Fund.

In 2009, total department expenditures excluding transfers will increase $139,100 (2.6 percent). The majority of the increase is a result of $192,800 (4.4 percent) in personal services for increases in health and dental insurance and for vacancies in 2007 and 2008 that are not expected to recur in 2009. The increases are net of the reduction of a development contract position ($114,500), and 3.0 FTE in Tax Audit ($179,200). Another 0.5 FTE Management Analyst is eliminated ($39,500) net of a technical transfer of a 0.5 FTE Management Analyst from General Management for shared duties. Supplies and services decrease by $53,700 (6.0 percent) with various operating reductions in Finance. Transfers out increase by $15,000 with a transfer from the Surplus and Deficiency Fund to the General Fund for costs associated with fence financing. The listing of amendments that follows describe other adjustments in the budget.

Finance

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
Designated Revenues Fund				
New Appropriation				
Charge Investment Research Services to Debt Operations (Non General Fund)	0.00	21,886	0	21,886
Program affected: Debt Management This is a charge for investment research services to Debt Operations. Functions performed by investment services benefit debt operations. This amendment is associated with the amendment, "Reduction of Finance Operations" and offsets General Fund cost for this program.				
Financial Advisor Annual Retainer Fee	0.00	50,000	50,000	0
Program affected: Debt Management This request is for appropriation for the annual retainer fee for the financial advisor. This fee will be offset by revenue from bond proceeds or charges to departments based on debt issues. This was previously handled with supplementals.				
New Appropriation Total	**0.00**	**71,886**	**50,000**	**21,886**
Designated Revenues Fund Total	**0.00**	**71,886**	**50,000**	**21,886**
General Fund				
Budget Cut				
Eliminate Contract Development Position and 0.5 Management Analyst Reduction	-0.50	-153,962	0	-153,962
Programs affected: Financial Services Administration, Office of Budget and Financial Planning This reduction eliminates the contract development position in Finance Administration as well as a 0.5 Management Analyst position in the Budget Office. Financial analysis responsibilities for development will be placed with the Debt Management staff. The Budget Office will share analyst responsibilities with General Management. This will reduce the Budget Office's ability to handle special projects.				
Reduce Tax Audit Function	-3.00	-179,157	0	-179,157
Program affected: Tax Audit Positions currently vacant. The Finance Department has been unable to find qualified applicants for these positions in the past so there is no necessity to maintain the budget for them. In addition high turnover has strained ability to properly train and use new staff in this work area. The Finance Department will request additional staff midyear (to be offset by revenue increases) when it appears recruiting and subsequent training efforts will be successful. Elimination of these positions, if kept vacant indefinitely, will likely have adverse revenue impact in the future, although no impact in expected in the short term.				

Finance

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
General Fund				
Budget Cut				
Reduction of Finance Operations	0.00	-86,028	15,000	-101,028
Program affected: Various This is a reduction in operating expenses including travel and training, computer purchases, and bank fees. These reductions also involve moving several costs to other funds including: the Scientific and Cultural Facilities District (SCFD) audit to the Cultural Services Fund; investment and research services to the Debt Administration Program in the Designated Revenues Fund; fence financing to the Surplus and Deficiency Fund; and netting some of the cost for the Grants Officer against Market Based Revenue Opportunities. (Grants Officer helps generate these revenues).				
Budget Cut Total	**-3.50**	**-419,147**	**15,000**	**-434,147**
General Fund Total	**-3.50**	**-419,147**	**15,000**	**-434,147**
Surplus & Deficiency Fund				
New Appropriation				
Charge Surplus and Deficiency Fund for Fence Financing done by Finance Administration	0.00	15,000	0	15,000
Program affected: Finance Administration This is a transfer from the Surplus and Deficiency Fund for fence work done by Finance Administration. Fence financing has become a substantial time consumer and diverts effort from general debt management. The costs should be funded directly from the Surplus and Deficiency Fund. This transfer is associated with the amendment, "Reduction in Finance Operations" and offsets the General Fund cost for Finance Administration.				
New Appropriation Total	**0.00**	**15,000**	**0**	**15,000**
Surplus & Deficiency Fund Total	**0.00**	**15,000**	**0**	**15,000**
Amendment Request Total All Funds	**-3.50**	**-332,261**	**65,000**	**-397,261**

EXPENDITURE SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Designated Revenues Fund	157,490	167,506	128,969	303,264
General Fund	4,524,887	4,947,034	5,225,815	5,190,604
Surplus & Deficiency Fund	41,500	0	20,750	35,750
Expenditures Total	**$4,723,877**	**$5,114,540**	**$5,375,534**	**$5,529,618**

STAFFING SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Designated Revenues Fund	1.50	1.50	2.50	2.50

Finance

STAFFING SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
General Fund	58.50	62.50	63.50	60.00
Staffing Total	**60.00**	**64.00**	**66.00**	**62.50**

PROGRAM SUMMARY

Accounting

Brief Description

Maintain the official financial books and records of the City.

Primary Program Measures (Selected Funds)

Volume (most recent data):

927,940,000 Dollars of 2007 revenues and expenses accounted for

(Est.) Cost/Unit:

$0.0008 per dollar of revenue and expense accounted for

2009 Net Cost:

$763,410

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	8.70	8.80	7.70	7.20
Expenditures Total	**$645,592**	**$634,569**	**$745,310**	**$763,410**
General Fund	645,592	634,569	745,310	763,410

Program Description

This function translates all financial activity of the City into accounting transactions and accounting records. The program also stays informed about all major events and activities having financial impact to ensure that they are properly reflected. Program staff keep 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: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Maintain a cost-effective financial process sustaining accurate accounting, financial reporting, adequate internal financial controls, an efficient external audit, and an award-winning annual financial report.

Accounts Payable

Brief Description

Review City invoices and makes payment to vendors.

Primary Program Measures (Selected Funds)

Volume (most recent data):

276,661,000 City accounts payable dollars disbursed

(Est.) Cost/Unit:

$0.0012 per City accounts payable dollars disbursed

2009 Net Cost:

$336,613

Finance

PROGRAM SUMMARY

Accounts Payable

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	4.10	4.00	5.10	5.60
Expenditures Total	**$286,218**	**$337,102**	**$374,755**	**$336,613**
General Fund	286,218	337,102	374,755	336,613

Program Description

This function verifies that proper purchasing procedures are followed, proper signatures are obtained, and no duplicate payments are made. Invoices for payment are batched by departments but reviewed by the Accounts Payable function. Errors are noted, researched, and corrected as appropriate. Checks for payment are processed, matched with payment materials and mailed. This function also oversees the Citywide vendor identification system and production of the IRS form 1099s.

Council Goals/Objectives:Activities Supported

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Provide a responsive, cost-effective accounts payable process, ensuring City disbursements are properly supported, reviewed and authorized, and that City vendors are paid on a timely basis.

Annual Independent Audit

Brief Description

Financial audit by independent auditors.

Primary Program Measures (Selected Funds)

Volume (most recent data):
1 Audit

(Est.) Cost/Unit:
$191,791 per audit

2009 Net Cost:
$191,791

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$143,215**	**$153,250**	**$162,150**	**$191,791**
General Fund	143,215	153,250	162,150	191,791

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: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Support the independent audit process and assist departments in working with the independent auditors.

Finance

PROGRAM SUMMARY

Business Licensing

Brief Description
Issue and manage general, tax, and special licensing for City businesses.

Primary Program Measures (Selected Funds)
Volume (most recent data):
15,070 Business license transactions

(Est.) Cost/Unit:
N/A

2009 Net Cost:
$0

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	5.20	5.20	5.40	5.40
Expenditures Total	**$302,503**	**$286,079**	**$299,942**	**$359,008**
General Fund	302,503	286,079	299,942	359,008

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 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: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Issue business, liquor, and specialty licenses on a timely basis.

Cash Management

Brief Description
Central receipt and management of all City cash.

Primary Program Measures (Selected Funds)
Volume (most recent data):
350,000 Cash transactions

(Est.) Cost/Unit:
$0.8046 per cash transaction

2009 Net Cost:
$281,627

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	4.00	4.00	4.00	4.00
Expenditures Total	**$275,217**	**$242,869**	**$245,929**	**$281,627**
General Fund	275,217	242,869	245,929	281,627

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 City-wide 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.

Finance

PROGRAM SUMMARY

Cash Management

Council Goals/Objectives:Activities Supported

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Rapid and efficient receipt processing of cash and tax returns while maintaining strong controls.

Control Management

Brief Description

Design, implement, and monitor financial controls.

Primary Program Measures (Selected Funds)

Volume (most recent data):

927,940,000 Dollars of revenue and expense subject to City internal financial controls

(Est.) Cost/Unit:

$0.0001 per dollar of revenue and expense subject to City controls

2009 Net Cost:

$111,045

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	2.10	2.20	1.10	1.10
Expenditures Total	**$170,367**	**$200,353**	**$110,240**	**$111,045**
General Fund	170,367	200,353	110,240	111,045

Program Description

This function designs, implements and monitors financial controls on a City-wide basis. It also handles special projects for the Finance Department and year end financial report preparation.

Council Goals/Objectives:Activities Supported

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Maintain adequate internal financial controls and balance the need for good controls with the cost of controls.

Debt Management

Brief Description

Manage debt issuance and debt administration.

Primary Program Measures (Selected Funds)

Volume (most recent data):

874,342,000 Dollars of debt managed

(Est.) Cost/Unit:

$0.0003 per thousand dollar of debt managed

2009 Net Cost:

$303,264

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	1.50	1.50	2.50	2.50
Expenditures Total	**$157,490**	**$167,506**	**$128,969**	**$303,264**
Designated Revenues Fund	157,490	167,506	128,969	303,264

Finance

PROGRAM SUMMARY

Debt Management

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: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Manage the issuance of new debt and existing debt in a manner that is cost effective for the City.

Financial Services Administration

Brief Description

Central Finance administration and special financial projects .

Primary Program Measures (Selected Funds)

Volume (most recent data):

5,529,618 Dollars of total Finance Department budget

(Est.) Cost/Unit:

$0.0945 administrative cost per dollar of Department budget

2009 Net Cost:

$522,521

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	3.00	3.00	4.00	4.00
Expenditures Total	**$424,482**	**$571,944**	**$613,610**	**$522,521**
General Fund	382,982	571,944	592,860	486,771
Surplus & Deficiency Fund	41,500	0	20,750	35,750

Program Description

This function is supported by the positions of the Finance Director, Administrative Assistant, a Senior Financial Analyst, and the Grants Officer. Production for this area can be categorized as financial policy and oversight of all financial management systems, grants management including compliance, training and development; budgeting, special projects and complex analyses; payroll processing and accounts payable functions; support of the Management and Finance Committee and handling of citizen inquiries.

Council Goals/Objectives:Activities Supported

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Provide financial management functions and oversight of department operations.

Investment Management

Brief Description

Investment of City funds.

Primary Program Measures (Selected Funds)

Volume (most recent data):

19,617,915 Dollars of 2007 investment earnings

(Est.) Cost/Unit:

N/A

2009 Net Cost:

$0

Finance

PROGRAM SUMMARY

Investment Management

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	1.50	1.50	1.50	1.50
Expenditures Total	**$150,330**	**$173,437**	**$185,703**	**$136,390**
General Fund	150,330	173,437	185,703	136,390

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: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Produce investment income which supplements City revenues while minimizing risk.

Office of Budget & Financial Planning

Brief Description

Prepare and manage the budget and provide associated analysis.

Primary Program Measures (Selected Funds)

Volume (most recent data):
833,612,712 City budgeted expenditure dollars

(Est.) Cost/Unit:
$0.0008 per City budgeted expenditure dollar

2009 Net Cost:
$702,563

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	9.00	10.00	10.00	9.50
Expenditures Total	**$617,262**	**$540,094**	**$657,088**	**$702,563**
General Fund	617,262	540,094	657,088	702,563

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. The function supports the work of other City departments by facilitating accurate and efficient administration of the budget.

Council Goals/Objectives:Activities Supported

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Manage the process to develop budget proposal, prepare budget book reflecting the proposal, and manage the budget once it is adopted.

Finance

PROGRAM SUMMARY

Payroll

Brief Description
Review and process payroll, including payment of deductions and benefits.

Primary Program Measures (Selected Funds)
Volume (most recent data):
210,347,643 City payroll dollars disbursed

(Est.) Cost/Unit:
$0.0013 per dollar of City payroll

2009 Net Cost:
$275,409

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	4.10	4.00	4.10	4.10
Expenditures Total	**$247,908**	**$292,579**	**$370,259**	**$275,409**
General Fund	247,908	292,579	370,259	275,409

Program Description
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. Time card input batches received from departments are reviewed by this function. 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 IRSW2 forms. This program includes ongoing training for numerous IRS and other regulations and processes.

Council Goals/Objectives:Activities Supported

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Sustain a responsive, cost-effective payroll process ensuring City payroll is properly supported, authorized and computed; providing timely and accurate payroll payments and information.

Property Tax Collection

Brief Description
County fee for collecting City property tax.

Primary Program Measures (Selected Funds)
Volume (most recent data):
24,006,129 Property tax revenue collected

(Est.) Cost/Unit:
N/A

2009 Net Cost:
$0

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$231,280**	**$239,962**	**$248,481**	**$248,481**
General Fund	231,280	239,962	248,481	248,481

Program Description
This function reimburses the counties for collecting property tax levied by the City. The counties collect this tax and charge a statutory fee of 1 percent of collections.

Finance

PROGRAM SUMMARY

Property Tax Collection

Council Goals/Objectives:Activities Supported

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Receive property tax receipts and properly account for these receipts.

Tax Audit

Brief Description

Collects past due taxes through audits of businesses .

Primary Program Measures (Selected Funds)

Volume (most recent data):

4,230,594 Dollars revenue generated in 2007

(Est.) Cost/Unit:

N/A

2009 Net Cost:

$0

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	10.50	13.50	14.00	11.00
Expenditures Total	**$673,466**	**$904,925**	**$802,070**	**$835,627**
General Fund	673,466	904,925	802,070	835,627

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: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Review of tax audit revenue generation.

Tax Collections

Brief Description

Collects past due taxes and enters tax information into computer.

Primary Program Measures (Selected Funds)

Volume (most recent data):

1,398,066 Dollars of revenue generated

(Est.) Cost/Unit:

N/A

2009 Net Cost:

$0

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	6.30	6.30	6.60	6.60
Expenditures Total	**$398,547**	**$369,871**	**$431,028**	**$461,869**
General Fund	398,547	369,871	431,028	461,869

Finance

PROGRAM SUMMARY

Tax Collections

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: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Collect past due taxes, expand the tax compliance program, and provide the option for on-line tax filing.

Fire

15151 E. Alameda Parkway • Aurora, CO 80012 • (303) 326-8999
R. Mike Garcia, Fire Chief • RGARCIA@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	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	325.00	329.00	329.00	323.00
Personal Services	26,280,875	28,786,113	30,177,142	30,766,698
Supplies and Services	2,025,990	1,933,192	1,957,479	2,109,260
Interfund Charges	1,411,891	1,480,066	1,724,599	1,686,098
Capital Related	171,321	152,594	53,647	118,560
Expenditures Total	**$29,890,077**	**$32,351,965**	**$33,912,867**	**$34,680,616**

MAJOR VARIANCE EXPLANATION

In 2007, expenditures in total increased $2.5 million (8.2 percent), with most of the increases in personal services. An additional 5.0 FTE were added 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. Personal services accounted for the majority of the increase, up $2.5 million (9.5 percent) due to these additional FTE, pay raises, and benefit increases.

For 2008, expenditures are projected to increase $1.6 million (4.8 percent). Personal services accounts for nearly 90 percent of the increase, primarily due to a 3.5 percent civil service pay raise plus other pay and benefit increases. Supplies and services are largely unchanged from 2007. Interfund charges are increasing $224,500 (16.5 percent) to account for increased fleet maintenance, fuel, and risk costs. Capital related costs are decreasing $98,900 due to several one-time purchases of equipment in the Metropolitan Medical Response System (MMRS) grant not recurring.

For 2009, expenditures are expected to increase $0.8 million (2.3 percent). Once again, personal services accounts for the majority (77 percent) of the total increase, due primarily to a 2.0 percent civil service pay raise. Supplies and services are increasing $151,800 and capital related costs are increasing $64,900 reflecting the return to 2008 budget levels that were in place prior to one-time 2008 budget cuts. Interfund charges are decreasing $38,500 to account for decreased vehicle repair costs in the Fire Suppression program. There is an add for the initial match of the Staffing for Adequate Fire and Emergency Response (SAFER) grant and a 6.0 FTE cut associated with a staffing adjustment between Stations 13 and 14, both of which are detailed on the following pages.

Fire

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
General Fund				
New Appropriation				
Staffing for Adequate Fire and Emergency Response (SAFER) Grant Match	0.00	108,540	0	108,540
Program affected: Fire Suppression The City of Aurora has applied for a grant known as the SAFER grant, which, if received, would fund six additional FTE of a truck company at Fire Station 14. This grant would require a 20 percent match for the first year of the grant. For 2009, this amount would be $108,500. The match increases by 20 percent every year, until the City is paying for the six FTE fully in five years. Additionally, this grant requires that current 2008 staffing levels be in place at the time that the grant is awarded.				
New Appropriation Total	**0.00**	**108,540**	**0**	**108,540**
Budget Cut				
Staffing and Truck Company Assignment Adjustment	-6.00	-462,811	0	-462,811
Program affected: Fire Suppression and Fire Rescue Remove current paramedic only company and the related 8 FTE from service and replace with Paramedic Truck 13. Six of the 8 FTE will be cut. The overall impact of this move will result in a reduction of an immediate initial response assignment of 10 firefighters to 8 firefighters within the response districts of AFD Stations 13 and 14. Additionally, this move will result in moving the 4th truck company for the City of Aurora approximately 1.8 miles farther south from the core city. Vacant positions will be cut, so no reduction in filled positions will occur. The remaining 2 FTE will be used to provide additional backfill staffing that will help reduce overtime demands for staff attending paramedic school, on sick/annual leave, on injury leave, and on military leave.				
Budget Cut Total	**-6.00**	**-462,811**	**0**	**-462,811**
General Fund Total	**-6.00**	**-354,271**	**0**	**-354,271**
Amendment Request Total All Funds	**-6.00**	**-354,271**	**0**	**-354,271**

EXPENDITURE SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Designated Revenues Fund	57,643	101,689	116,228	170,000
General Fund	29,362,355	31,674,069	33,112,839	33,900,311
Gifts & Grants Fund	470,079	576,207	683,800	610,305
Expenditures Total	**$29,890,077**	**$32,351,965**	**$33,912,867**	**$34,680,616**

Fire

STAFFING SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
General Fund	324.50	328.50	328.50	322.50
Gifts & Grants Fund	0.50	0.50	0.50	0.50
Staffing Total	**325.00**	**329.00**	**329.00**	**323.00**

PROGRAM SUMMARY

Arson Investigation

Brief Description

Investigates fires, explosions, and illegal disposal of hazardous materials.

Primary Program Measures (Selected Funds)

Volume (most recent data):
186 Fires investigated

(Est.) Cost/Unit:
$1,267 per fire investigated

2009 Net Cost:
$235,734

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Civil - FTE	2.00	2.00	2.00	2.00
Expenditures Total	**$232,723**	**$223,688**	**$244,126**	**$235,734**
General Fund	232,723	223,688	244,126	235,734

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.

E-470 Emergency Services

Brief Description

Provide fire, rescue, and emergency medical services to the portions of E-470 that are located within the City boundaries.

Primary Program Measures (Selected Funds)

Volume (most recent data):
N/A

(Est.) Cost/Unit:
N/A

2009 Net Cost:
$0

Fire

PROGRAM SUMMARY

E-470 Emergency Services

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$0**	**$52,670**	**$48,000**	**$50,000**
Designated Revenues Fund	0	52,670	48,000	50,000

Program Description

Provide fire, rescue, and emergency medical services to the portions of E-470 that are located within the City boundaries. Expenditures are completely offset by an intergovernmental agreement with the E-470 Authority.

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 (Selected Funds)

Volume (most recent data):

329 Total department FTE

(Est.) Cost/Unit:

$6,488 annual administrative cost per FTE

2009 Net Cost:

$2,134,692

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	9.00	9.00	9.00	9.00
Civil - FTE	5.00	5.00	6.00	6.00
Expenditures Total	**$1,772,554**	**$2,086,377**	**$2,222,391**	**$2,507,192**
General Fund	1,772,459	2,073,886	2,090,603	2,134,692
Gifts & Grants Fund	95	12,491	131,788	372,500

Program Description

Provides management support to the Fire Chief's office in planning, organizing, budgeting, financial control, and overall administrative duties. This program also includes appropriation for anticipated grants.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Fire suppression.

Activity: Emergency medical and rescue services.

Fire

PROGRAM SUMMARY

Fire Emergency Management

Brief Description
Provide management of the City's disaster preparedness operations.

Primary Program Measures (Selected Funds)
Volume (most recent data):
309,416 Population

(Est.) Cost/Unit:
$0.4852 per citizen annual administration cost

2009 Net Cost:
$150,115

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.50	0.50	0.50	0.50
Civil - FTE	1.00	1.00	1.00	1.00
Expenditures Total	**$141,753**	**$290,192**	**$548,935**	**$297,615**
General Fund	141,340	142,478	148,311	150,115
Gifts & Grants Fund	413	147,714	400,624	147,500

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 (Selected Funds)
Volume (most recent data):
8,736 Building inspections

(Est.) Cost/Unit:
$72.58 per building inspection

2009 Net Cost:
$634,021

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	7.00	7.00	7.00	7.00
Civil - FTE	1.00	1.00	1.00	1.00
Expenditures Total	**$555,198**	**$595,503**	**$648,299**	**$679,021**
Designated Revenues Fund	21,424	19,287	11,163	45,000
General Fund	533,774	566,623	617,609	634,021
Gifts & Grants Fund	0	9,593	19,527	0

Fire

PROGRAM SUMMARY

Fire Inspection and Education

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. Revenue for the program comes from 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.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Keep Ignition Devices Safe (KIDS) Program.

Fire Rescue

Brief Description

Provide initial advanced life support care.

Primary Program Measures (Selected Funds)

Volume (most recent data):

19,646 EMS alarms

(Est.) Cost/Unit:

$260 per EMS alarm

2009 Net Cost:

$5,099,843

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	1.50	0.50	0.50	0.50
Civil - FTE	49.00	49.00	51.00	51.00
Expenditures Total	**$4,786,274**	**$4,710,106**	**$5,214,864**	**$5,159,528**
Designated Revenues Fund	22,416	13,077	2,065	20,000
General Fund	4,701,237	4,652,362	5,158,760	5,099,847
Gifts & Grants Fund	62,621	44,667	54,039	39,681

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. Monitors the City's ambulance service contract.

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 (Selected Funds)

Volume (most recent data):

29,842 Alarms

(Est.) Cost/Unit:

$826 per alarm

2009 Net Cost:

$24,647,049

Fire

PROGRAM SUMMARY

Fire Suppression

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Civil - FTE	240.00	245.00	243.00	237.00
Expenditures Total	**$21,402,060**	**$23,393,331**	**$23,840,927**	**$24,697,673**
General Fund	20,995,110	23,031,589	23,763,105	24,647,049
Gifts & Grants Fund	406,950	361,742	77,822	50,624

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 (Selected Funds)

Volume (most recent data):

22,599 Training hours

(Est.) Cost/Unit:

$44.2 per training hour

2009 Net Cost:

$998,853

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	1.00	1.00	1.00	1.00
Civil - FTE	8.00	8.00	7.00	7.00
Expenditures Total	**$971,319**	**$1,000,447**	**$1,115,325**	**$1,023,853**
Designated Revenues Fund	4,525	12,090	25,000	25,000
General Fund	966,794	988,357	1,090,325	998,853

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.

Fire

PROGRAM SUMMARY

Fire Training

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 (Selected Funds)

Volume (most recent data):

N/A

(Est.) Cost/Unit:

N/A

2009 Net Cost:

$0

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$28,196**	**($349)**	**$30,000**	**$30,000**
Designated Revenues Fund	9,278	4,565	30,000	30,000
General Fund	18,918	-4,914	0	0

Program Description

Provides protection to the community concerning dangers resulting from the storage, use, or transportation of hazardous materials or terrorism incidents. Revenue for the program come from reimbursement and restitution payments specific to each hazmat incident.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Hazardous Materials team.

General Management

15151 E. Alameda Parkway • Aurora, CO 80012 • (303) 739-7010
Michelle Wolfe, Deputy City Manager • MWOLFE@auroragov.org

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 Departments include: the Office of the City Manager; Deputy City Managers of Administrative Services, Community Services, and Operations; and the Office of Development Assistance. The Communications, Intergovernmental Relations, Facilities Management, Fleet programs, Purchasing Services, and Management Support departments are also 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 the City Clerk's Office, Internal Audit, Elections, Municipal Records, Print Shop, Mail Room, and Policy and Research.

BUDGET SUMMARY

Description of Expenditures	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	125.30	127.80	129.80	125.30
Personal Services	7,860,746	8,451,256	8,874,435	9,029,982
Supplies and Services	10,570,879	11,709,528	11,814,777	12,012,858
Interfund Charges	124,806	145,291	151,413	173,216
Debt Related	650,417	1,028,359	1,009,047	1,327,895
Capital Related	2,239,410	4,351,371	767,272	135,710
Transfers Out	366,212	290,700	200,000	97,536
Expenditures Total	**$21,812,470**	**$25,976,505**	**$22,816,944**	**$22,777,197**

MAJOR VARIANCE EXPLANATION

For 2007, total expenditures increased $4.2 million (19.1 percent) over 2006. Capital related expenditures increased $2.1 million (94.3 percent) and debt related expenditures increased $377,900 (58.1 percent) as the result of 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. In addition to increased spending for replacement vehicles, the early 2007 snow storms impacted fleet related expenditures for increased fuel and maintenance needs. This was the main factor driving up supplies and services by $1.1 million (10.8 percent). Personal services increased $590,500 (7.5 percent) mainly due to the restoration of 2.5 FTE and the planned pay and benefit increases.

For 2008, total expenditures are expected to decrease $3.2 million (12.2 percent). The primary cause of this decrease is a $3.6 million (82.4 percent) decrease in capital related expenditures associated with the elimination of the 2007 one-time fleet replacement funding of $2.1 million as well as an additional $1.8 million reduction in replacement funding to help balance the General Fund. Supplies and services expenditures will experience a net increase of $105,200 (0.9 percent). This is primarily the result of substantial increases in fleet related expenditures for fuel and maintenance costs of $704,500 offset mainly by reductions over the prior year in Facilities Management of $517,200. Debt related expenditures will decrease by $19,300 (1.9 percent) due to coming to term on a long-term lease for fire trucks. Transfers out will decrease in 2008 by $90,700 (31.2 percent). This net reduction is the result of a contribution of auction proceeds from the Fleet Management Fund to the General Fund offset by a decrease due to the final transfer in 2007 to Aurora Capital Leasing Corporation (ACLC) for the debt

General Management

MAJOR VARIANCE EXPLANATION

service payment on a fire pumper truck. Personal services is expected to increase $423,200 (5.0 percent). This is primarily a result of planned pay increases and additional contributions by the City to health and dental benefits. The addition of 2.0 FTE in 2008 includes funding for an internal auditor as well as a conversion of a temporary position to a regular full time position, which has a negligible bottom line effect.

Total expenditures for 2009 are budgeted to decrease $39,700 (0.2 percent). City-wide reductions in response to the economic conditions more than offset increases in fuel, utilities and the new long-term leases for print shop equipment and three fire trucks. Fuel is budgeted to increase a total of $587,000 with $500,000 of the budget increase held in non-departmental, due to the volatility of fuel prices, and does not impact General Management variances. Supplies and services are expected to increase $198,100 driven by a 2.5 percent increase in fuel and a 4.6 percent increase in utilities. One factor not readily apparent is the City-wide effort to hedge against increases in vehicle maintenance costs in the face of an aging fleet. Due to reductions in this area, maintenance is budgeted to remain virtually flat from 2008 to 2009. Debt related expenditures will increase $318,800 (31.6 percent) due to the aforementioned addition of new long-term leases for high speed copiers replacing the current obsolete equipment in the Print Shop, as well as three new fire trucks acquired in 2008. Transfers out are projected to decrease $102,500 as a net result of a decrease in auction proceeds offset by a technical adjustment in the fleet overhead calculation. Due to the planned elimination of fleet vehicle replacement budget in excess of current debt commitments, capital related expenditures will decrease an additional $631,600 from 2008. Personal services will increase a net of $155,500 (1.8 percent) as a result of pay and benefit increases. Due to several vacant positions were held open in 2008,the year to year expenditure variance from FTE reductions budgeted in 2009 is less pronounced.

BUDGET AMENDMENT REQUESTS

	2009			
Fund \ Type \ Description	**FTE**	**Budget**	**Revenue**	**Net**
Designated Revenues Fund				
Budget Cut				
Transfer Four TV Service Positions to the General Fund	-4.00	-299,528	0	-299,528
Program affected: TV Equipment Upgrade Transfer four positions to the General Fund to cover personal service expenditures in order to balance TV Services' revenues and expenditures.				
Budget Cut Total	**-4.00**	**-299,528**	**0**	**-299,528**
Designated Revenues Fund Total	**-4.00**	**-299,528**	**0**	**-299,528**
Development Review Fund				
Budget Cut				
Eliminate 1.0 Vacant FTE in Development Review Fund	-1.00	-93,559	0	-93,559
Program affected: Office of Development Assistance In order for the Development Review Fund to remain balanced given a significant decrease in revenue projections, it is necessary for vacant positions in the fund to be eliminated. This cut will create a vacancy target which ties to one vacant FTE as of July 2007.				
Budget Cut Total	**-1.00**	**-93,559**	**0**	**-93,559**
Development Review Fund Total	**-1.00**	**-93,559**	**0**	**-93,559**

General Management

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
Fleet Management Fund				
New Appropriation				
Fleet Management Fund Transfer to General Fund	0.00	97,536	0	97,536
Program affected: Fleet Maintenance Administration This is a transfer to the General Fund to account for savings resulting from proposed reductions in the Fleet Management Fund.				
New Fuel Dispensers (6) at Central Facility	0.00	60,000	0	60,000
Program affected: Fleet Maintenance Administration The current fuel dispensers were installed in 1998. The industry life expectancy standard for dispensers is eight to 10 years.				
New Appropriation Total	**0.00**	**157,536**	**0**	**157,536**
Budget Cut				
Fleet Programs Budget Reductions	-1.00	-157,536	0	-157,536
Programs affected: Fleet Maintenance Administration and Vehicle Maintenance Eliminate vacant FTE Fleet Maintenance Specialist position. As a result, specialty modifications and repairs of new and/or broken equipment will be delayed. Preventative maintenance will also be delayed, possibly causing higher maintenance costs in the future. - $72,663				
Discontinue outsourced office cleaning. Fleet staff will take time to clean the office increasing the department's current workload. - $4,500				
Travel and training reduction. This reduction will prevent two Fleet personnel from attending training conferences on the changing Fleet industry and processes. - $3,483				
Decrease outsourced vehicle repairs by 5 percent. Staff will perform many repairs previously outsourced, leading to an increased workload that will delay preventative maintenance and increase vehicle downtime. - $40,000				
Eliminate temporary parts driver. Parts Technician or Fleet Mechanic will be required to pick up non-deliverable parts. This absence at the parts counter will decrease efficiency and increase repair time. - $12,000				
Reduction in miscellaneous office supplies. - $3,000				
Reduction in other unclassified expenditures. - $21,890				
Budget Cut Total	**-1.00**	**-157,536**	**0**	**-157,536**
Fleet Management Fund Total	**-1.00**	**0**	**0**	**0**

General Management

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
General Fund				
New Appropriation				
E-Recordings Contract	0.00	20,000	0	20,000
Program affected: City Clerk A new contract with Kuvera, Inc for document processing will need to be executed in April 2009 as the original contract with Kuvera will expire in March 2009. The funding for the original contract was one-time but to comply with regulations, the City Clerk must file documents electronically on an on-going basis.				
Transfer In of Four TV Service Positions from Designated Revenues Fund	4.00	299,528	0	299,528
Program affected: TV Operations Transfer in four positions to the General Fund to cover personal service expenditures in order to balance TV Services' revenues and expenditures.				
New Appropriation Total	**4.00**	**319,528**	**0**	**319,528**
Budget Cut				
Administrative Services Reductions	-0.50	-40,450	0	-40,450
Program affected: Administrative Services Reduction of .5 FTE Senior Management Analyst. General Management and the Budget Office will absorb the workload into current staff. Reduction in travel and training related expenses. This will impact the ability of staff to obtain continuing education and limit networking opportunities.				
Elimination of Vacant Master Control Technician	-1.00	-61,624	0	-61,624
Program affected: TV Operations Four positions will be transferred to the General Fund to cover personal service expenditures which have caused fund balance issues. Of the positions transferred to the General Fund, the vacant Master Control Technician position will be eliminated.				
Facilities Management Reductions	0.00	-48,221	0	-48,221
Program affected: Facilities Management Reduce frequency of custodial service provided to employee office areas by one service per week which may increase employee complaints regarding the cleanliness of office areas. - $13,230 Eliminate window cleaning of City buildings, including the Aurora Municipal Center, Municipal Justice Center, and Tallyn's Reach. This will detract from the buildings' appearance and may impact citizen perception of the City. - 15,000 Reduce travel, training and miscellaneous office expenses, limiting staff's professional development and educational opportunities. - $19,991				

General Management

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
General Fund				
Budget Cut				
Fleet Replacement Budget Reduction	0.00	-2,200,000	0	-2,200,000
Program affected: Fleet Replacement Reduce Fleet Replacement budget to cover only continuing 2009 long-term lease payment commitments. There are no new lease payments for 2009.				
Management Support Budget Reductions	0.00	-20,080	0	-20,080
Programs affected: Policy and Research, Internal Audit, City Clerk, and Mail Center Reduce funding for legal publications advertising. The City Code requires that residents be notified about important City announcements via "newspaper of general circulation within the City." The City Code must to be modified to allow the internet to be used as an alternative vehicle for notification. - $10,000 Reduction in travel and training related expenses for Internal Auditors; reductions in travel and training and overtime pay for Mail Center; reductions in travel and training for Policy and Research, limiting the professional development and educational opportunities for the Assistant City Manager in auditing, financial management, and managerial and strategic planning. - $10,080				
Purchasing Reductions	-1.00	-19,168	0	-19,168
Program affected: Purchasing Services This is a reduction of Purchasing operations totaling $59,899. Eliminate 1.0 FTE for vacant Procurement Agent position. Of this total reduction $40,731 was associated with offsetting charges to the Capital Projects and Water Funds. Existing staff will absorb the duties of the position, which may negatively impact service levels. Reductions will be made in various supply and service accounts, including equipment repair and maintenance, postage, advertising, printing, and dues and subscriptions. Only minimal supplies will be purchased, which may increase future costs.				
Budget Cut Total	**-2.50**	**-2,389,543**	**0**	**-2,389,543**
General Fund Total	**1.50**	**-2,070,015**	**0**	**-2,070,015**

General Management

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
Print Shop Fund				
New Appropriation				
High Speed Digital Color and Black and White Copiers	0.00	105,045	70,356	34,689
Program affected: Print Shop Leases of production level, high volume, high speed digital color and black and white copiers are needed to meet the City's printing requirements. Color copier - primary uses are for promotion and marketing related items such as posters, post cards, business cards, and newsletters. Estimated lease amount: $31,200 Estimated revenue offset: $22,356 Black and white copier - the current equipment is on a short-term lease which expires in March 2009. This equipment is necessary to meet current daily printing needs for all City departments. Estimated lease amount: $103,200 Estimated revenue offset: $48,000 Annual maintenance, parts, toner, and supplies are included in the lease price shown. The current maintenance budget will decrease by $29,355 as an offset.				
New Appropriation Total	**0.00**	**105,045**	**70,356**	**34,689**
Budget Cut				
Print Shop Reductions	0.00	-1,492	0	-1,492
Program affected: Print Shop Reduce funding for overtime expenses. This cut will reduce overtime by 50 percent, which may increase the length of time required to process jobs.				
Budget Cut Total	**0.00**	**-1,492**	**0**	**-1,492**
Print Shop Fund Total	**0.00**	**103,553**	**70,356**	**33,197**
Amendment Request Total All Funds	**-4.50**	**-2,359,549**	**70,356**	**-2,429,905**

EXPENDITURE SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Designated Revenues Fund	645,173	696,588	662,231	350,728
Development Review Fund	414,334	440,561	407,511	396,398
Fleet Management Fund	7,100,861	7,916,679	8,856,739	9,002,332
General Fund	13,015,750	16,275,223	12,214,617	12,299,999
Gifts & Grants Fund	30,410	0	0	0
Print Shop Fund	605,942	647,454	675,846	727,740
Expenditures Total	**$21,812,470**	**$25,976,505**	**$22,816,944**	**$22,777,197**

General Management

STAFFING SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Designated Revenues Fund	5.00	5.00	6.00	2.00
Development Review Fund	5.00	5.00	5.00	4.00
Fleet Management Fund	38.34	38.34	38.34	37.34
General Fund	74.46	76.46	77.46	78.96
Print Shop Fund	2.50	3.00	3.00	3.00
Staffing Total	**125.30**	**127.80**	**129.80**	**125.30**

PROGRAM SUMMARY

Access Aurora

Brief Description
Citizen and visitor assistance and information.

Primary Program Measures (Selected Funds)
Volume (most recent data):
87,483 Contacts

(Est.) Cost/Unit:
$1.9193 per contact

2009 Net Cost:
$167,903

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	2.80	2.80	2.80	2.80
Expenditures Total	**$143,544**	**$150,671**	**$162,381**	**$167,903**
General Fund	143,544	150,671	162,381	167,903

Program Description

Access Aurora provides resident and visitor 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. Requests for service for code violations are entered into AMANDA system by Access staff. Additional projects include production and maintenance of comprehensive resource information on the website; publication of Your Aurora Government and other brochures. Over the past 12 month period this program provided assistance to more than 87,483 citizens and visitors through answered phone calls, visitors assistance, website email responses, resident requests for service, and assistance provided in Spanish.

Council Goals/Objectives:Activities Supported

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

Activity: Serve as a single point of contact for information and assistance and provide citizens and visitors access to all levels of Aurora City government.

Administrative Services Group Management

Brief Description
Provide leadership and coordination of activities performed by the administrative services departments of the City.

Primary Program Measures (Selected Funds)
Volume (most recent data):
212 FTE managed

(Est.) Cost/Unit:
$1,128 per FTE managed

2009 Net Cost:
$239,168

General Management

PROGRAM SUMMARY

Administrative Services Group Management

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	2.00	1.00	1.66	1.16
Expenditures Total	**$131,177**	**$191,856**	**$180,123**	**$239,168**
General Fund	131,177	191,856	180,123	239,168

Program Description

Provide leadership and coordination of activities performed by the administrative services departments of the City: Finance, Facilities Management, Fleet Maintenance, Information Technology, Human Resources, and Purchasing. 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 local, state, and federal government.

Council Goals/Objectives:Activities Supported

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Solicit / award numerous water contracts.

Activity: Achieve a balanced or better bottom line for the current budget.

Activity: Insure high quality work in a cost-effective and efficient manner.

Activity: Implement recommendations for new revenue options such as the capital impact fee.

Aurora Community Television

Brief Description

Provides high quality, local television coverage about Aurora - Channels 8, 22 and 55.

Primary Program Measures (Selected Funds)

Volume (most recent data):
60,000 Households served within Aurora

(Est.) Cost/Unit:
$4.9479 per household served

2009 Net Cost:
$296,872

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	5.00	6.00	7.00	6.00
Expenditures Total	**$555,914**	**$676,483**	**$617,960**	**$664,490**
Designated Revenues Fund	530,283	607,578	540,231	338,728
General Fund	2,095	68,905	77,729	325,762
Gifts & Grants Fund	23,536	0	0	0

Program Description

Aurora 8 provides award winning, quality local television coverage of Aurora government and community activities as well as other programs of interest to residents and Aurora businesses. Channel 55 offers a bulletin board for posting Public Service Announcements and other information of interest to the community. The operation produces internal and external training videos, informational and promotional video programming for City departments, and monitors and regulates cable television franchising and related telecommunications issues in the City of Aurora. A changing and unsteady cable subscriber base is the main source of revenue. One-time capital expenditures cause a certain amount of variability in overall annual expenditures.

General Management

PROGRAM SUMMARY

Aurora Community Television

Council Goals/Objectives:Activities Supported

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

Activity: Create television and Internet video programming in support of increased awareness both internally and externally of the services and capabilities of the City of Aurora.

City Clerk

Brief Description

Manages City Code, City Charter, and City Council agendas and minutes.

Primary Program Measures (Selected Funds)

Volume (most recent data):

683 Agendas created and documents recorded

(Est.) Cost/Unit:

$550 per item created/recorded

2009 Net Cost:

$375,347

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	4.00	4.00	4.00	4.00
Expenditures Total	**$327,514**	**$360,992**	**$304,112**	**$390,347**
Development Review Fund	0	0	0	15,000
General Fund	327,514	360,992	304,112	375,347

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.

Council Goals/Objectives:Activities Supported

Goal: Serve as leaders to shape policy that benefits the Aurora community.

Activity: Maintain the integrity of the legislative process for the City and ensure an informed citizenry by providing administrative and technical support to the City Council; conducting Council's legislative meetings; disseminating information concerning legislative decisions and policy issues.

Communications

Brief Description

Performs professional public and media relations.

Primary Program Measures (Selected Funds)

Volume (most recent data):

10,400 Staff hours

(Est.) Cost/Unit:

$57.01 per hour

2009 Net Cost:

$592,934

General Management

PROGRAM SUMMARY

Communications

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	6.00	6.00	6.00	6.00
Expenditures Total	**$541,275**	**$552,786**	**$572,084**	**$592,934**
General Fund	541,275	552,786	572,084	592,934

Program Description

Communicates activities of the City to Aurora and metro area residents via news media and city-produced publications; provides residents with information on City services; oversees operations of Access Aurora, Television Services, and Art Media; 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 $100 and $150 per hour plus cost of publications. More than 10,000 staff hours are spent on public and media relations every year.

Council Goals/Objectives:Activities Supported

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

Activity: Research and recommend ways to expand the marketing of the City to visitors and convention business.

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 earning positive media coverage.

Activity: Maximize use of the City web site to promote the City and community. Monitor and update key areas of the site to ensure it is user-friendly and offers needed services and information. Work to increase resident, business, and visitor usage 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 (Selected Funds)

Volume (most recent data):
1,349 FTE managed

(Est.) Cost/Unit:
$190 per FTE managed

2009 Net Cost:
$256,014

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	2.00	2.00	2.00	2.00
Expenditures Total	**$256,408**	**$295,473**	**$254,170**	**$256,014**
General Fund	256,408	295,473	254,170	256,014

General Management

PROGRAM SUMMARY

Community Services Group Management

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 on service delivery of 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 efforts to reduce crime through crime-reduction initiatives.

Activity: Enhance community services through technological advances.

Activity: Minimize death, injury, and property losses due to fire, hazardous materials, severe weather, terrorism events, and natural or man-made disasters.

Activity: Stabilize and maintain neighborhoods and housing stock through education and enforcement of zoning, housing and animal codes.

Goal: Support effective efforts to integrate/orient an increasingly diverse community.

Activity: Continue to strengthen partnerships within the ethnic communities and individuals to incorporate interests into City-sponsored special events, programs, and services.

Elections

Brief Description

Conduct and coordinate all elections.

Primary Program Measures (Selected Funds)

Volume (most recent data):

1 Election

(Est.) Cost/Unit:

$30,948 per election

2009 Net Cost:

$30,948

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$137,415**	**$101,309**	**$150,255**	**$30,948**
General Fund	137,415	101,309	150,255	30,948

Program Description

Municipal elections are held in odd-numbered years for council seats. Initiatives and propositions may also be on the ballot. General elections are held in even-numbered years, with initiatives, propositions, and other state or federal issues on the ballot. Due to the potential of large fluctuations in the funding requirements for elections, a portion of the budget is held in the Non-Departmental budget and will be transferred to the Election budget at the end of the year to cover the total cost of the election including the cost charged by the counties for election coordination. 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: Conduct regularly scheduled Mayor and Council elections every odd-numbered year as well as all special City elections as required by citizen initiative or by Council order.

Activity: Provide candidate information to residents interested in running for City elected office.

Activity: Track and enforce filing of required candidate and political committee campaign finance reports.

General Management

PROGRAM SUMMARY

Facilities Management

Brief Description

Provides preventive maintenance and repair for over 130 City buildings, manages numerous City-wide service and utilities contracts, designs, and constructs retrofit and new construction projects for City buildings.

Primary Program Measures (Selected Funds)

Volume (most recent data):
1,852,137 Total building square footage

(Est.) Cost/Unit:
$3.6693 per square foot of building space

2009 Net Cost:
$6,796,062

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	33.33	33.33	33.00	33.00
Expenditures Total	**$6,728,074**	**$6,895,148**	**$6,619,031**	**$6,796,062**
General Fund	6,728,074	6,895,148	6,619,031	6,796,062

Program Description

Provides preventive maintenance and repair services for over 130 City buildings in a full range of craft areas to include HVAC, electrical, plumbing, and carpentry needs. Manages service contracts to include custodial services, waste management, security guard services and numerous specialty maintenance and repair contracts. Manages the design and construction of numerous retrofit and new construction projects to repair and improve the City infrastructure. Develops standards for City building systems. Manages utility contracts and usage to include electric, natural gas, steam, and domestic water. Oversees energy conservation and develops projects in support of the national Leadership in Engineering and Environmental Design (LEED) program.

Council Goals/Objectives:Activities Supported

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Sustain the integrity of the City's building assets and provide a safe and comfortable environment for employees and the public by providing high quality maintenance, repair and construction services in a cost-effective and efficient manner for City facilities.

Fleet Maintenance Administration

Brief Description

Administers and manages fleet operations for the City's fleet.

Primary Program Measures (Selected Funds)

Volume (most recent data):
2,510 Vehicles and equipment maintained

(Est.) Cost/Unit:
$1,598 per vehicle maintained

2009 Net Cost:
$4,009,976

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	5.34	5.34	6.34	5.34
Expenditures Total	**$2,646,859**	**$3,233,854**	**$4,042,687**	**$4,236,421**
Fleet Management Fund	2,646,859	3,233,854	4,042,687	4,236,421

General Management

PROGRAM SUMMARY

Fleet Maintenance Administration

Program Description

Administers and manages the selection, specifications, procurement, and disposition of the City fleet; administers fueling; directs all financial controls; provides oversight for fleet maintenance operations for the 2,510 vehicles/equipment maintained in the City's fleet.

Council Goals/Objectives:Activities Supported

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Manage fuel needs for City vehicles and equipment.

Activity: Assist departments in writing vehicle specifications and provide upfitting for specialized vehicles.

Activity: Provide preventative maintenance and repair to City vehicles and equipment.

Fleet Replacement

Brief Description

Funding for the replacement of City fleet vehicles/equipment.

Primary Program Measures (Selected Funds)

Volume (most recent data):

25 Heavy vehicles leased

(Est.) Cost/Unit:

$53,972 per vehicle replaced or leased

2009 Net Cost:

$1,349,310

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$3,027,615**	**$5,661,512**	**$1,735,035**	**$1,361,310**
General Fund	3,027,615	5,661,512	1,735,035	1,361,310

Program Description

This function provides for the purchase and lease costs associated with the replacement of City vehicles and equipment for General Fund 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. In 2009 however, the entire program budget is for existing leases on current fleet inventory. There are currently 2,510 vehicles, powered, and non-powered pieces of equipment in the City's fleet. Due to the complexity of a large fleet, the City has significant vehicle needs and specifications. The personnel costs associated with Fleet Replacement are in the Fleet Maintenance Administration and Vehicle Maintenance programs and are paid out of the Fleet Management Fund.

Council Goals/Objectives:Activities Supported

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Balance the City's overall departmental needs while seeking to obtain the most effective and efficient vehicles/equipment with replacement funds.

Intergovernmental Relations

Brief Description

Manages federal, state, and local government affairs.

Primary Program Measures (Selected Funds)

Volume (most recent data):

2,080 Yearly hours of City representation

(Est.) Cost/Unit:

$166 per hour

2009 Net Cost:

$345,934

General Management

PROGRAM SUMMARY

Intergovernmental Relations

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	1.00	1.00	1.00	1.00
Expenditures Total	**$230,759**	**$311,621**	**$322,271**	**$345,934**
General Fund	230,759	311,621	322,271	345,934

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 in order to maintain the City's interests. The department fosters and maintains relationships with local governments and affiliated groups.

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.

Internal Audit

Brief Description

Examination of the adequacy and effectiveness of the City's internal control system.

Primary Program Measures (Selected Funds)

Volume (most recent data):
5,000 Projected 2008 audit hours

(Est.) Cost/Unit:
$56.95 per audit hour

2009 Net Cost:
$284,749

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	2.00	3.00	4.00	4.00
Expenditures Total	**$177,392**	**$176,286**	**$275,918**	**$284,749**
General Fund	177,392	176,286	275,918	284,749

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: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Examination of the adequacy and effectiveness of the City's internal control system.

General Management

PROGRAM SUMMARY

Mail Center

Brief Description

Provides centralized mailing, shipping, and delivery services to meet the City's departmental needs.

Primary Program Measures (Selected Funds)

Volume (most recent data):

1,491,109 Number of mail pieces handled annually

(Est.) Cost/Unit:

$0.298 per mail piece handled

2009 Net Cost:

$444,282

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	3.00	4.00	4.00	4.00
Expenditures Total	**$317,631**	**$428,683**	**$448,547**	**$444,282**
General Fund	317,631	428,683	448,547	444,282

Program Description

This function processes incoming and outgoing USPS mail including regular business communiqué, legal notifications of code changes, Sexually Violent Predators Notifications, etc. In addition, the program handles all in-bound and out-bound freight shipments for the Aurora Municipal Center, citywide interoffice correspondence delivered to most satellite offices, and delivers completed print orders. The Mail Center also provides general centralized courier services to meet the City's communication needs. This program delivers and picks up mail daily at 103 locations, handling an average of 6,213 pieces of mail each day.

Council Goals/Objectives:Activities Supported

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Sustain the reduction of both staff time spent on processing mail by hand and outsourcing to retail vendors through newly acquired equipment.

Activity: Continue to closely monitor City departments and provide training on mailing practices to reduce postage expenses.

Municipal Records

Brief Description

Provide a central inventory and storage system for all public records.

Primary Program Measures (Selected Funds)

Volume (most recent data):

139,916 Items processed (records requests, document imaging/scanning)

(Est.) Cost/Unit:

$1.9154 per item processed

2009 Net Cost:

$267,995

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	4.00	4.00	4.00	4.00
Expenditures Total	**$223,143**	**$220,788**	**$256,029**	**$267,995**
General Fund	223,143	220,788	256,029	267,995

General Management

PROGRAM SUMMARY

Municipal Records

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 the City's 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: Manage records for the City. Maintain the City's Records Retention Schedule and provides departments with guidance on policies and best practices of records management.

Office of Development Assistance

Brief Description

Explains the development review process and provides assistance to developers as well as manages the annexation process and the metropolitan district process.

Primary Program Measures (Selected Funds)

Volume (most recent data):

120 Pre-application meetings

(Est.) Cost/Unit:

$3,178 per pre-application meeting

2009 Net Cost:

$381,398

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	5.00	5.00	5.00	4.00
Expenditures Total	**$455,734**	**$456,761**	**$419,511**	**$393,398**
Designated Revenues Fund	41,400	16,200	12,000	12,000
Development Review Fund	414,334	440,561	407,511	381,398

Program Description

The Office of Development Assistance (ODA) exists to assist in explaining the development review process. Its staff provides development assistance by facilitating solutions to problems that may arise during the review and construction of projects. ODA also manages the review of annexation applications and applications for new Title 32 metropolitan districts.

Council Goals/Objectives:Activities Supported

Goal: Economic vitality: Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Continue to maintain a constructive working relationship with the development community through good customer service practices and by striving to ensure the development review process is easily understood and functions properly.

Office of the City Manager

Brief Description

Provide direction and oversight of all City operations.

Primary Program Measures (Selected Funds)

Volume (most recent data):

2,590 FTE overseen

(Est.) Cost/Unit:

$135 per FTE

2009 Net Cost:

$350,443

General Management

PROGRAM SUMMARY

Office of the City Manager

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	2.00	2.00	2.00	2.00
Expenditures Total	**$327,037**	**$368,214**	**$378,461**	**$350,443**
General Fund	327,037	368,214	378,461	350,443

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 improvement 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 (Selected Funds)

Volume (most recent data):

N/A

(Est.) Cost/Unit:

N/A

2009 Net Cost:

$0

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$74,519**	**($248)**	**$200,000**	**$97,536**
Fleet Management Fund	75,000	0	200,000	97,536
Print Shop Fund	-481	-248	0	0

Program Description

This program crosses departments and represents interfund operating transfers.

Council Goals/Objectives:Activities Supported

Goal: N/A

Activity: N/A

General Management

PROGRAM SUMMARY

Operations Group Management

Brief Description
Provide leadership and direction for activities performed by the operations and planning departments of the City.

Primary Program Measures (Selected Funds)
Volume (most recent data):
925 FTE managed

(Est.) Cost/Unit:
$226 per FTE managed

2009 Net Cost:
$208,994

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	2.00	2.00	2.00	2.00
Expenditures Total	**$248,806**	**$267,098**	**$280,163**	**$208,994**
General Fund	248,806	267,098	280,163	208,994

Program Description
Provide leadership, coordination, and facilities collaboration among the operations and planning departments of the City: Parks & Open Space, Public Works, Aurora Water, Development Services, and Planning. Ensures that these departments provide a high level of customer service, promote fiscal responsibility, and adhere to City policies and the laws of the local, state, and federal government.

Council Goals/Objectives:Activities Supported

Goal: Develop an effective transportation system for moving people and goods.
- Activity: Transit and I-225 planning.

Goal: Economic vitality: Make Aurora the best city in which to locate, expand, and operate a business.
- Activity: Maintain an aggressive retail expansion strategy while planning for high quality economic centers.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.
- Activity: Provide a flexible approach for the development and maintenance of high quality parks and natural area open space.
- Activity: Promote and maintain a high level of economic welfare and quality of life in Aurora through services provided by Public Works.

Goal: Provide an excellent water management and utility system.
- Activity: Continue to be a state-wide leader in water resources management, legislation, and water conservation.

Policy and Research (Assistant City Manager)

Brief Description
Provides leadership/direction for general management functions.

Primary Program Measures (Selected Funds)
Volume (most recent data):
N/A

(Est.) Cost/Unit:
N/A

2009 Net Cost:
$169,322

General Management

PROGRAM SUMMARY

Policy and Research (Assistant City Manager)

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	1.00	1.00	1.00	1.00
Expenditures Total	**$156,398**	**$168,517**	**$169,024**	**$169,322**
General Fund	156,398	168,517	169,024	169,322

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 Room. Coordinate all City Council meetings, workshops, special study sessions, 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, 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: Maintain contact with elected officials throughout the year.

Print Shop

Brief Description

Provide centralized printing and copier services to meet the City's departmental needs.

Primary Program Measures (Selected Funds)

Volume (most recent data):

15,038,000 Photocopy and print pages processed

(Est.) Cost/Unit:

$0.0476 per page

2009 Net Cost:

$716,240

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	2.50	3.00	3.00	3.00
Expenditures Total	**$606,423**	**$647,702**	**$675,846**	**$727,740**
Print Shop Fund	606,423	647,702	675,846	727,740

Program Description

Provide centralized reproduction services, professional color printing, and copier services to meet the City's departmental and marketing needs. In 2007, 4,188 print requests were completed on the division's production printing equipment including high volume color and monochrome copiers, and two offset presses. Among many other applications, the Print Shop facilitates the monthly printing of City Water bills, business cards, envelopes, financial reports, and promotional brochures and posters. In addition, Print Shop manages the lease, placement and maintenance of the City's office copier fleet of 134 machines.

General Management

PROGRAM SUMMARY

Print Shop

Council Goals/Objectives:Activities Supported

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Initiate network printing utilizing the existing copier fleet to reduce City wide office printing costs compared to printing costs associated with traditional desktop printers.

Activity: Continue to update obsolete printing equipment in order to establish a more efficient print shop and recapture outsourced printing.

Activity: Continue to experience improved productivity as a result of streamlining the document handling process for print orders.

Purchasing Services

Brief Description

Solicits and executes procurement awards; enforces and terminates contracts.

Primary Program Measures (Selected Funds)

Volume (most recent data):

1,386 Purchase orders and change orders awarded

(Est.) Cost/Unit:

$51.11 per purchase or change order

2009 Net Cost:

$70,832

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	9.00	9.00	9.00	8.00
Expenditures Total	**$7,747**	**$6,102**	**$29,284**	**$82,832**
General Fund	7,747	6,102	29,284	82,832

Program Description

This function initiates contracts for commodities, services, and construction requirements as well as manages change orders, amendments, and resolutions when necessary. Manages contract administration and the payment process for all City construction projects. Total 2009 purchasing function costs are estimated at $661,362, of which $52,427 is budgeted in the General Fund. The difference is paid for by the Capital Projects Fund and the Aurora Water Fund. Purchasing Services include 9.00 FTE: 2.00 are funded out of the General Fund, 4.00 are funded by the Capital Project Funds, and 2.00 are funded by Aurora Water.

Council Goals/Objectives:Activities Supported

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Meet customer satisfaction expectations with respect to quality and timeliness of service.

Activity: Provide clear and unambiguous contract awards on fair evaluation criteria to maintain current track record of zero bid protests.

Tourism Promotion

Brief Description

Promote Aurora as a visitor destination to increase lodging stays.

Primary Program Measures (Selected Funds)

Volume (most recent data):

N/A

(Est.) Cost/Unit:

N/A

2009 Net Cost:

$0

General Management

PROGRAM SUMMARY

Tourism Promotion

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$73,490**	**$72,810**	**$110,000**	**$0**
Designated Revenues Fund	73,490	72,810	110,000	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. Due to the potential of large fluctuations in the funding requirement for Tourism Promotion, the annual allocation is held in the Non-Departmental budget and will be transferred to the Tourism Promotion budget at the end of the year to cover the total cost of the program.

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 and conferences.

Vehicle Maintenance

Brief Description

Provide cost-effective service, maintenance, and repair of all City vehicles.

Primary Program Measures (Selected Funds)

Volume (most recent data):
2,510 Vehicles maintained

(Est.) Cost/Unit:
$1,860 per vehicle for maintenance

2009 Net Cost:
$4,668,375

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	33.00	33.00	32.00	32.00
Expenditures Total	**$4,379,002**	**$4,682,825**	**$4,614,052**	**$4,668,375**
Fleet Management Fund	4,379,002	4,682,825	4,614,052	4,668,375

Program Description

Provide professional cost-effective service, maintenance, and repair of all City vehicles and associated equipment. This program completed 8,137 work orders and 6,624 preventative maintenance inspections on the City's fleet in 2007.

Council Goals/Objectives:Activities Supported

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Provide preventative maintenance and repair to City vehicles and equipment efficiently and effectively.

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 residents, 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	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	24.00	24.00	24.00	24.00
Personal Services	1,583,120	1,764,965	1,832,894	1,741,433
Supplies and Services	5,329,284	5,685,202	7,753,529	7,814,170
Interfund Charges	12,269	11,869	14,022	14,847
Transfers Out	0	0	22,000	0
Expenditures Total	**$6,924,673**	**$7,462,036**	**$9,622,445**	**$9,570,450**

MAJOR VARIANCE EXPLANATION

For 2007, total expenditures increased $537,400 (7.8 percent) over 2006. Personal services were moderately higher in 2007 due to pay increases, a significant benefit payout due to the retirement of a long term employee, the restoration of the second language program as well as the addition of $35,400 for an employee wellness initiative. Supplies and services increased $355,900 (6.7 percent) primarily due to additional loss fund claims spending in the Risk Management Fund.

In 2008, expenditures are projected increase $2.2 million (29.0 percent). Included in the increase is $2.1 million for supplies and services expenditures. The primary cause of this increase is changes in the Risk Management Fund actuarial adjustment and the anticipated level of claims including workers' compensation, vehicle accident, and general claims. Also contributing to the increase in supplies and services are expenditures for professional services relating to the union negotiations, which did not take place in 2007. Personal services are projected to increase $67,900 (3.9 percent) primarily for planned pay increases.

In 2009, expenditures are budgeted to decline $52,000 (0.5 percent) due to budget reductions and one time costs not recurring. Personal services will decrease $91,500 (5.0 percent), primarily due to the elimination of the second language program and the conclusion of the employee wellness stipend program. Supplies and services are increasing $60,600 (0.8 percent) with the increase entirely in the Risk Management Fund. The one-time transfers of funds available in 2008 will not recur in 2009. Included in the 2009 budget is $224,000 in budget reductions in the General Fund and $7,300 in budget reductions in the Risk Management Fund, as discussed in more detail on the following page.

Human Resources

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
General Fund				
Budget Cut				
Eliminate Employee Wellness Stipend Payment Appropriation	0.00	-75,000	0	-75,000
Program affected: Compensation and Employment The Employee Wellness Initiative stipend payment program completed in 2008.				
Eliminate Second Language Program	0.00	-49,751	0	-49,751
Program affected: Compensation and Employment Eliminate Second Language Program which provides monetary incentive payments for certified employees who provide interpretation and translation services to residents and other employees. Elimination of this program could impact employee motivation to assist customers who do not speak English.				
Manager of Compensation Hiring Delay	0.00	-76,160	0	-76,160
Program affected: Compensation and Employment Delay the hiring of the Manager of Compensation and Employment until October 2009. The delay will increase the workload of existing staff.				
Other Reductions	0.00	-23,070	0	-23,070
Programs affected: Human Resources Administration, Service Aurora, Compensation and Employment				
Reduce recruitment advertising budget and divert some charges to recruiting departments. This cut may impact the City's ability to recruit high quality candidates.				
Reduce professional services for benefits consulting. This will impact the City's ability to obtain third party expertise related to health care renewals.				
Reduce travel and training related expenses. This cut will reduce educational opportunities and the opportunity to network with other employees in the Human Resources field.				
Reduce printing expenses with minimal impact in 2009.				
Budget Cut Total	**0.00**	**-223,981**	**0**	**-223,981**
General Fund Total	**0.00**	**-223,981**	**0**	**-223,981**
Risk Management Fund				
Budget Cut				
Travel and Training Reduction	0.00	-7,320	0	-7,320
Programs affected: Risk Operations and Safety Reduce travel and training related expenses. This cut will reduce educational opportunities and the opportunity to network with other employees in the Risk Management field.				
Budget Cut Total	**0.00**	**-7,320**	**0**	**-7,320**

Human Resources

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
Risk Management Fund				
Risk Management Fund Total	**0.00**	**-7,320**	**0**	**-7,320**
Amendment Request Total All Funds	**0.00**	**-231,301**	**0**	**-231,301**

EXPENDITURE SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Designated Revenues Fund	0	0	32,000	0
General Fund	1,162,086	1,387,242	1,469,917	1,339,585
Risk Management Fund	5,762,587	6,074,794	8,120,528	8,230,865
Expenditures Total	**$6,924,673**	**$7,462,036**	**$9,622,445**	**$9,570,450**

STAFFING SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
General Fund	14.00	14.00	14.00	14.00
Risk Management Fund	10.00	10.00	10.00	10.00
Staffing Total	**24.00**	**24.00**	**24.00**	**24.00**

PROGRAM SUMMARY

Administration/Human Resources

Brief Description

Central HR administration and special HR projects.

Primary Program Measures (Selected Funds)

Volume (most recent data):

9,570,450 Dollars in total department budget

(Est.) Cost/Unit:

$0.0243 administrative cost per dollar of Department budget

2009 Net Cost:

$232,641

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	2.00	2.00	2.00	2.00
Expenditures Total	**$211,626**	**$222,877**	**$256,860**	**$232,641**
General Fund	211,626	222,877	256,860	232,641

Human Resources

PROGRAM SUMMARY

Administration/Human Resources

Program Description

This program 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: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Implement new technology in training and employee benefits/records to increase efficiency for employees in all City departments.

Benefits & Systems

Brief Description

Health Fund Reserve.

Primary Program Measures (Selected Funds)

Volume (most recent data):

N/A

(Est.) Cost/Unit:

N/A

2009 Net Cost:

$0

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$0**	**$0**	**$21,000**	**$0**
Designated Revenues Fund	0	0	21,000	0

Program Description

The self funded employee Health Fund was closed in 2000. A fund balance, including an estimate for 2008 interest earned on $21,000 remains net of all refunds and other associated costs. $10,000 of the remaining fund balance was used for the 2008 Employee picnic at the Aurora Reservoir. An estimated $11,000 will be transferred to the General Fund and the program will be closed.

Council Goals/Objectives:Activities Supported

Goal: N/A

Activity: N/A

Compensation and Employment

Brief Description

Recruitment, hiring, job classification and salary administration.

Primary Program Measures (Selected Funds)

Volume (most recent data):

2,794 Number of FTE

(Est.) Cost/Unit:

$306 per regular authorized employee

2009 Net Cost:

$854,669

Human Resources

PROGRAM SUMMARY

Compensation and Employment

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	10.00	10.00	10.00	10.00
Expenditures Total	**$727,954**	**$897,420**	**$904,298**	**$854,669**
General Fund	727,954	897,420	904,298	854,669

Program Description

This program 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.

Council Goals/Objectives:Activities Supported

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Conduct negotiations with the Police and Fire unions in pursuit of new collective bargaining agreements in 2008 for 2009 and beyond.

Goal: Support effective efforts to integrate/orient an increasingly diverse community.

Activity: Place advertisements promoting the City of Aurora as a desirable place to work in media outlets serving various ethnic communities.

Employee Relations

Brief Description

Employee discrimination and harassment investigations.

Primary Program Measures (Selected Funds)

Volume (most recent data):

20 Investigations completed in 2007

(Est.) Cost/Unit:

$4,636 per investigation

2009 Net Cost:

$92,718

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	1.00	1.00	1.00	1.00
Expenditures Total	**$79,323**	**$86,035**	**$90,431**	**$92,718**
General Fund	79,323	86,035	90,431	92,718

Program Description

This program 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 Equal Employment Opportunity (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.

Human Resources

PROGRAM SUMMARY

Employee Relations

Council Goals/Objectives:Activities Supported

Goal: Support effective efforts to integrate/orient an increasingly diverse community.

Activity: Aggressively investigate issues of discrimination or harassment in the workplace as a continuing mission of its Employee Relations Commission.

Activity: Increase efforts to provide mediation services for employees in conflict.

Employee Wellness Initiative

Brief Description

Stipend paid to employees upon completion of a health risk assessment and physical exam.

Primary Program Measures (Selected Funds)

Volume (most recent data):
N/A

(Est.) Cost/Unit:
N/A

2009 Net Cost:
$0

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$0**	**$35,400**	**$58,400**	**$0**
General Fund	0	35,400	58,400	0

Program Description

This program was established to encourage and reward employees who proactively took charge of their own health and wellness.

Council Goals/Objectives:Activities Supported

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Implement an employee wellness initiative to help control health care costs, reduce absenteeism, and improve productivity.

Risk Operations/Loss Fund

Brief Description

Administer general liability and worker's compensation claims.

Primary Program Measures (Selected Funds)

Volume (most recent data):
1,141 Claims processed in 2007

(Est.) Cost/Unit:
$6,371 per claim processed

2009 Net Cost:
$7,268,763

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	8.00	8.00	8.00	8.00
Expenditures Total	**$5,623,329**	**$5,924,618**	**$7,965,239**	**$8,069,347**
Risk Management Fund	5,623,329	5,924,618	7,965,239	8,069,347

Human Resources

PROGRAM SUMMARY

Risk Operations/Loss Fund

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: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Dedicate management and administrative resources to the adjudication of claims related to the Prairie Waters Project Owner Controlled Insurance Program.

Activity: Continue to address cost containment opportunities related to worker's compensation costs.

Safety

Brief Description

Occupational safety training.

Primary Program Measures (Selected Funds)

Volume (most recent data):

2,794 Number of City FTE

(Est.) Cost/Unit:

$57.81 per regular authorized employee

2009 Net Cost:

$161,518

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	2.00	2.00	2.00	2.00
Expenditures Total	**$139,258**	**$150,176**	**$155,289**	**$161,518**
Risk Management Fund	139,258	150,176	155,289	161,518

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: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Actively engage in efforts to reduce on the job injuries through accident investigations and recommendations, workplace safety audits, and employee training and education.

Service Aurora and Training

Brief Description

Promotes quality customer service through the development and implementation of employee training and development programs.

Primary Program Measures (Selected Funds)

Volume (most recent data):

2,013 Class participants in 2007

(Est.) Cost/Unit:

$79.26 per participant

2009 Net Cost:

$159,557

Human Resources

PROGRAM SUMMARY

Service Aurora and Training

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	1.00	1.00	1.00	1.00
Expenditures Total	**$143,183**	**$145,510**	**$170,928**	**$159,557**
Designated Revenues Fund	0	0	11,000	0
General Fund	143,183	145,510	159,928	159,557

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.

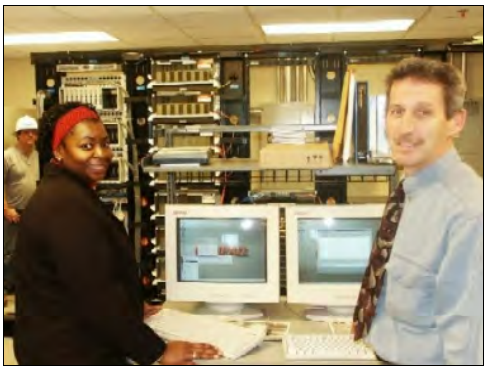
Council Goals/Objectives:Activities Supported

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Expand on-line employee training opportunities in 2008.

Information Technology

15151 E. Alameda Parkway • Aurora, CO 80012 • (303) 739-7545
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	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	43.00	47.00	47.00	46.00
Personal Services	3,313,359	3,831,455	4,118,949	4,196,386
Supplies and Services	4,215,574	4,565,477	4,924,973	4,454,735
Interfund Charges	17,564	21,207	21,671	23,488
Capital Related	111,103	323,687	139,776	179,776
Expenditures Total	**$7,657,600**	**$8,741,826**	**$9,205,369**	**$8,854,385**

MAJOR VARIANCE EXPLANATION

Total expenditures for 2007 exceeded 2006 by $1.1 million (14.2 percent). This increase is mainly a result of a $518,100 (15.6 percent) personal services increase, due to the addition of 2.0 FTE, the transfer in of 1.0 FTE from Fire, and an overall lower vacancy rate in 2007 compared to 2006. An additional FTE was transferred in from Water but has no impact because the associated personal services expenditures are allocated back to the Water Fund. $349,900 of the total increase was in supplies and services which grew by 8.3 percent over the previous year. The primary driving factor in the change relates to the increasing number of required maintenance contracts as the number of technological systems supported increases each year. In addition to new contracts, current maintenance contract rates typically increase at 4.0 to 5.0 percent each year. The $212,600 increase in capital related expenditures was due to purchases in Systems and Networking to address the issue of server life cycle maintenance.

For 2008, total expenditures are projected to increase $463,500 (5.3 percent). An increase in personal services of $287,500 (7.5 percent), mainly the net result of pay and benefit increases and an assumed lower vacancy rate than 2007, is offset by vacancy savings generated by holding one position open for the entire year. Supplies and services are projected to increase $359,500 (7.9 percent) primarily in repair and maintenance and telephone related costs. Capital related expenditures are expected to decrease $183,900 (56.8 percent) due to the one-time Systems and Networking purchases not recurring as well as reductions made in an effort to contribute to the City-wide cost reduction efforts.

For the 2009, total expenditures are budgeted to decrease $351,000 (3.8 percent). Elimination of the PC replacement program and savings from renegotiated contracts in supplies and services is the primary reason for the decrease. These reductions drive a $470,200 (9.6 percent) decrease in supplies and services. Personal services will increase $77,400 (1.9 percent) due to pay and benefit increases offset by the elimination of 1.0 FTE. Capital related expenditures are expected to increase $40,000 (28.6 percent) due to the amendment for email storage hardware. The 2009 budget includes a net reduction of $648,900 in adds and cuts. Reductions of $789,900 are offset by $141,000 in additional budget for first year maintenance and support contracts, email storage, and telecommunications support for the Tiny Tots program.

Information Technology

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
General Fund				
New Appropriation				
First-Year Maintenance and Support Contracts	0.00	96,550	0	96,550
Program affected: Systems and Networking, Public Safety, and Software Applications Telestaff Police personnel scheduling system - $2,550 Police-In-Car video software and hardware system - $3,500 Coplink Police crime analysis system - $32,000 Coplogic Police on-line crime reporting system - $4,500 Granicus online video streaming software and services - $14,000 City phone system three-year subscription - $40,000				
Systems and Networking Amendments	0.00	44,400	0	44,400
Program affected: System and Networking Additional funding for email storage hardware ($40,000) and telecommunications support for the Tiny Tots program ($4,400).				
New Appropriation Total	**0.00**	**140,950**	**0**	**140,950**
Budget Cut				
Elimination of the PC Replacement Program for 2009	0.00	-393,534	0	-393,534
Program affected: Client Services This budget amendment eliminates the entire PC replacement program for 2009. Computer failure will have direct impact on employee productivity in varying degrees and could have a direct impact on service to the public. The City has maintained a four-year lifecycle for desktop computers. The warranty on 25 percent of the City's desktop computers will expire in 2009. Computers that have major component failure will not be repairable. Based on the most recent history, the failure rate of systems older than three years is close to 30 percent.				

Information Technology

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
General Fund				
Budget Cut				
Savings from Other Budget Reductions	-1.00	-187,358	0	-187,358

Programs affected: All IT Departments
Public Safety Systems
Elimination of the Systems Coordinator II position : This position works with Communications Center personnel and vendors to insure that the 911 answering system and CAD dispatch system are operating correctly. All problem reports, technical issues, and software and hardware updates are analyzed and coordinated by this position. - $78,901
The 24/7 support of these systems that receive and send 911 help to the residents of Aurora is now spread among the eight remaining personnel of the Public Safety Systems division in IT. As a result of that realignment of duties, lesser priority issues in public safety systems will take longer to complete. Upgrades and new software/hardware installations will be scheduled further out for lack of personnel to implement the projects.

IT Administration
Elimination of purchased replacement equipment: This reduction increases the risk of service and productivity issues resulting from an unexpected hardware failure. - $69,853

All IT Departments
Department wide travel and training reductions - $38,604

Information Technology

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
General Fund				
Budget Cut				
Savings from Renegotiated Contracts	0.00	-209,000	0	-209,000
Programs affected: Systems and Networking and Software Applications AKI Maintenance Support - The renewal contract for this tax and licensing software was renewed in 2008 at a lower rate than agreed upon in 2007. This results in a 2009 savings of $22,000. Internet Service Change - Savings of $15,000 is realized by changing the delivery mechanism for internet services for the City. Not only does this change generate annual monetary savings, but it also improves the City's internet service from 45 megabits to 100 megabits. Informix Database Maintenance Support Agreement - This $82,000 savings was generated through analysis by staff resulting in the proposal of a different method of licensing followed by the negotiation of a maintenance service agreement that is server based rather than user based. Microsoft Software Assurance Support Agreement - This reduction of $90,000 is the result of moving from a MS Enterprise agreement to a MS Assurance agreement in support of MS Exchange, Outlook and Sharepoint. This change became available once the licenses had been paid for.				
Budget Cut Total	**-1.00**	**-789,892**	**0**	**-789,892**
General Fund Total	**-1.00**	**-648,942**	**0**	**-648,942**
Amendment Request Total All Funds	**-1.00**	**-648,942**	**0**	**-648,942**

EXPENDITURE SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Designated Revenues Fund	12,643	3,681	2,000	13,000
Enhanced E-911 Fund	1,720,130	1,845,628	2,184,211	2,220,489
General Fund	5,924,827	6,892,517	7,019,158	6,620,896
Expenditures Total	**$7,657,600**	**$8,741,826**	**$9,205,369**	**$8,854,385**

Information Technology

STAFFING SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Enhanced E-911 Fund	5.00	5.00	5.00	5.00
General Fund	38.00	42.00	42.00	41.00
Staffing Total	**43.00**	**47.00**	**47.00**	**46.00**

PROGRAM SUMMARY

Client Services

Brief Description
Provides City-wide PC and peripheral device procurement and support.

Primary Program Measures (Selected Funds)
Volume (most recent data):
7,101 Devices supported

(Est.) Cost/Unit:
$92.9 per device supported

2009 Net Cost:
$659,715

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	6.00	7.00	7.00	7.00
Expenditures Total	**$961,381**	**$1,088,613**	**$1,060,086**	**$659,715**
General Fund	961,381	1,088,613	1,060,086	659,715

Program Description
The Client Services program maintains, upgrades, and expands the City's personal computer environment in response to demand. Primary responsibilities include the procurement and management of PC systems and peripheral devices, as well as the resolution of client desktop issues. Additionally, the division maintains and enforces the City of Aurora Information Security Policy.

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 key areas of the site to ensure it is user-friendly and offers needed services and information. Work to increase resident, business, and visitor usage 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 Administration

Brief Description
Provides City-wide strategic technology planning and administrative support for the department.

Primary Program Measures (Selected Funds)
Volume (most recent data):
2,794 Users supported

(Est.) Cost/Unit:
$113 per user supported

2009 Net Cost:
$316,185

Information Technology

PROGRAM SUMMARY

Information Technology Administration

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	2.00	2.00	2.00	2.00
Expenditures Total	**$312,066**	**$426,924**	**$316,060**	**$329,185**
Designated Revenues Fund	12,643	3,681	2,000	13,000
General Fund	299,423	423,243	314,060	316,185

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.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Implement CopLink and other public safety related programs.

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Provide technical resources for and support the increasing technology demands of all City departments as they continue to use technology to gain efficiency improvements.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Maintain position as nationwide leader in the use of information technology.

Public Safety

Brief Description

Provides systems maintenance and support for all Public Safety systems.

Primary Program Measures (Selected Funds)

Volume (most recent data):

4,886 Devices supported

(Est.) Cost/Unit:

$683 per device supported

2009 Net Cost:

$3,336,434

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	13.00	14.00	14.00	13.00
Expenditures Total	**$2,575,901**	**$2,902,099**	**$3,227,803**	**$3,336,434**
Enhanced E-911 Fund	1,720,130	1,845,628	2,184,211	2,220,489
General Fund	855,771	1,056,471	1,043,592	1,115,945

Program Description

Provides maintenance and support for all Police and Fire systems, which include all systems for call taking, dispatching, mission accomplishment, scheduling and records keeping. Coordinates with public safety staff and vendors of systems and hardware for the ongoing maintenance and upgrade of public safety systems on a 24 by 7 basis.

Information Technology

PROGRAM SUMMARY

Public Safety

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Provide 24/7 technology support of the E911 dispatch center.

Activity: Provide 24/7 support of the public safety radio system.

Activity: Provide technology support for public safety systems including scheduling, records management, crime and fire analysis, and mobile data computing.

Software Applications

Brief Description

Provides development, maintenance and support of City-wide multi-user applications.

Primary Program Measures (Selected Funds)

Volume (most recent data):

402,108 Employees/potential citizen (internet) users supported

(Est.) Cost/Unit:

$4.1036 per internet user supported

2009 Net Cost:

$1,650,090

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	10.00	12.00	12.00	12.00
Expenditures Total	**$1,266,380**	**$1,441,785**	**$1,623,384**	**$1,650,090**
General Fund	1,266,380	1,441,785	1,623,384	1,650,090

Program Description

The software application division acquires, develops, tests, provides technical training for, coordinates vendor interaction for, ensures operation procedures and controls for, maintains, and supports all multi-user software applications used in the City's day to day business processes not directly related to public safety. This includes applications related to collaboration, work order management, document management and retention, finance and accounting, tax and licensing, the City's public website, geographical information systems, water billing, fleet and facilities management, and recreation. These applications ensure that users have timely and appropriate access to applications containing work product and City information related to their duties.

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 resident, business and visitor use of the site.

Goal: Ensure that Aurora is 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: Implement a vision for growth and the effective delivery of services to stakeholders.

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.

Information Technology

PROGRAM SUMMARY

Systems and Networking

Brief Description

Provides Data Center Operations support, city-wide voice and data network design, maintenance and support.

Primary Program Measures (Selected Funds)

Volume (most recent data):

20,500 Devices supported (Voice and Data network ports/servers)

(Est.) Cost/Unit:

$140 per device supported

2009 Net Cost:

$2,878,961

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	12.00	12.00	12.00	12.00
Expenditures Total	**$2,541,872**	**$2,882,405**	**$2,978,036**	**$2,878,961**
General Fund	2,541,872	2,882,405	2,978,036	2,878,961

Program Description

The Systems and Networking Program maintains and services the data center operations at AMC and Disaster Recovery Center at Tallyn's Reach supporting all City line of business applications; 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 resident, business and visitor 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.

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	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	24.00	24.00	24.00	22.50
Personal Services	1,772,650	1,872,420	2,188,499	2,126,872
Supplies and Services	139,197	141,618	87,924	87,924
Interfund Charges	4,395	5,372	5,518	5,651
Expenditures Total	**$1,916,242**	**$2,019,410**	**$2,281,941**	**$2,220,447**

MAJOR VARIANCE EXPLANATION

In 2007, total expenditures increased $103,200 (5.4 percent). The increase is attributable to personal services with $99,800 (5.6 percent) resulting from pay and benefit increases and the restoration of vacancy savings in order to consistently staff courtrooms and ensure completion of all dockets.

In 2008, total expenditures are projected to increase $262,500 (13.0 percent). This increase is due to a projected increase in personal services of $316,100 (16.9 percent). This increase is the result of vacancies that occurred in 2007 that are not expected in 2008. This increase is offset by a decrease in supplies and services of $53,700 (37.9 percent) as upgrades of court recording equipment took place in 2007.

In 2009, total expenditures decrease by $61,500 (2.7 percent) due primarily to the elimination of 1.5 FTE offset by increases in salary and benefits. The budget amendment request provides details for the 2009 budget changes.

BUDGET AMENDMENT REQUESTS

	2009			
Fund \ Type \ Description	**FTE**	**Budget**	**Revenue**	**Net**
General Fund				
Budget Cut				
Elimination of 1.5 FTE Vacant Positions	-1.50	-105,000	0	-105,000
Programs affected: Judicial and Bailiffs As approved at the Fall Council Budget Workshop, this is a reduction of $105,000 (1.5 FTE) which will be achieved by the elimination of vacant Associate Judge positions. The cuts are				

Judicial

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
General Fund				
Budget Cut				
partially offset by increased budget for temporary salaries for judicial and bailiff relief staff.				
Budget Cut Total	**-1.50**	**-105,000**	**0**	**-105,000**
General Fund Total	**-1.50**	**-105,000**	**0**	**-105,000**
Amendment Request Total All Funds	**-1.50**	**-105,000**	**0**	**-105,000**

EXPENDITURE SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Designated Revenues Fund	86,686	86,059	131,376	116,689
General Fund	1,824,302	1,928,557	2,136,565	2,089,758
Gifts & Grants Fund	5,254	4,794	14,000	14,000
Expenditures Total	**$1,916,242**	**$2,019,410**	**$2,281,941**	**$2,220,447**

STAFFING SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Designated Revenues Fund	2.00	2.00	2.00	2.00
General Fund	22.00	22.00	22.00	20.50
Staffing Total	**24.00**	**24.00**	**24.00**	**22.50**

PROGRAM SUMMARY

Bailiffs

Brief Description

Courtroom Assistants are responsible for the organization of people and files for each court.

Primary Program Measures (Selected Funds)

Volume (most recent data):

72,903 Court Filings (2007)

(Est.) Cost/Unit:

$5.9965 per court filing

2009 Net Cost:

$437,162

Judicial

PROGRAM SUMMARY

Bailiffs

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	7.50	7.50	7.50	7.50
Expenditures Total	**$292,143**	**$333,995**	**$399,498**	**$437,162**
General Fund	292,143	333,995	399,498	437,162

Program Description

Maintain courtroom decorum and serve as contact person for jurors, defendants, attorneys, witnesses, and the public. Maintain the flow of persons and files, to and from the courtroom, and to and from other areas of the courthouse.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Upgrade the professionalism of the Court to provide excellent services to the public.

Activity: Optimize the use of Court technology to increase efficiency and accuracy of court proceedings and records.

Activity: Create programs for enforcement of sentences.

Activity: Increased use of educational programs to effect positive behavior.

Court Reporting

Brief Description

Court Reporters make an official court record for all court proceedings.

Primary Program Measures (Selected Funds)

Volume (most recent data):
72,903 Court Filings (2007)

(Est.) Cost/Unit:
$4.7877 per court filing

2009 Net Cost:
$349,040

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	5.00	5.00	5.00	5.00
Expenditures Total	**$311,015**	**$262,935**	**$333,019**	**$349,040**
General Fund	311,015	262,935	333,019	349,040

Program Description

Serve as the official record maker for the Municipal Court as required by the State of Colorado for courts of record, produce transcripts as requested and maintain court system data.

Judicial

PROGRAM SUMMARY

Court Reporting

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Upgrade the professionalism of the Court to provide excellent services to the public.

Activity: Optimize the use of Court technology to increase efficiency and accuracy of court proceedings and records.

Activity: Create programs for enforcement of sentences.

Activity: Increased use of educational programs to effect positive behavior.

Judicial

Brief Description

Judges preside over all court proceedings to ensure the fair and impartial administration of justice.

Primary Program Measures (Selected Funds)

Volume (most recent data):
72,903 Court filings (2007)

(Est.) Cost/Unit:
$17.88 per court filing

2009 Net Cost:
$1,303,556

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	9.50	9.50	9.50	8.00
Expenditures Total	**$1,221,144**	**$1,331,627**	**$1,404,048**	**$1,303,556**
General Fund	1,221,144	1,331,627	1,404,048	1,303,556

Program Description

Judges ensure the continued fair and impartial administration of justice. During 2007, 72,903 summonses were filed. Except for cases where payment to the clerk is allowed, each person saw a judge. In addition, many defendants had subsequent court dates for hearings, trials, motions, stay of fines, collections, restitution, and other related matters.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Upgrade the professionalism of the Court to provide excellent services to the public.

Activity: Optimize the use of Court technology to increase efficiency and accuracy of court proceedings and records.

Activity: Create programs for enforcement of sentences.

Activity: Increased use of educational programs to effect positive behavior.

Teen Court

Brief Description

Teen program for first time offenders to accept responsibility for their errors.

Primary Program Measures (Selected Funds)

Volume (most recent data):
500 Cases heard in Teen Court during the 2007-2008 school year.

(Est.) Cost/Unit:
$261 per case

2009 Net Cost:
$130,689

Judicial

PROGRAM SUMMARY

Teen Court

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	2.00	2.00	2.00	2.00
Expenditures Total	**$91,940**	**$90,853**	**$145,376**	**$130,689**
Designated Revenues Fund	86,686	86,059	131,376	116,689
Gifts & Grants Fund	5,254	4,794	14,000	14,000

Program Description

Educate youth on the judicial process and provide first-time offenders the opportunity to correct their mistakes without a criminal conviction. During the 2007-2008 school year, more than 500 cases were heard in Teen Court.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Expand Teen Court Program to accept more referrals.

Library, Recreation, & Cultural Services

14949 E. Alameda Parkway • Aurora, CO 80012 • (303) 739-6640
Lori Daniel, Library, Recreation, & Cultural Services Director • LDANIEL@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 Services Division manages two recreation centers, six neighborhood centers, 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 Show Wagon, the volunteer center, the historic sites center, 23 historic sites/districts, and featured special events.

BUDGET SUMMARY

Description of Expenditures	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	177.00	183.50	184.50	183.50
Personal Services	11,279,543	12,320,398	12,235,779	13,045,841
Supplies and Services	5,508,147	6,394,805	7,003,843	6,036,357
Interfund Charges	268,039	311,098	311,265	331,936
Capital Related	55,703	40,401	-2,850	154
Transfers Out	7,001,705	7,505,856	7,505,942	7,791,980
Expenditures Total	**$24,113,137**	**$26,572,558**	**$27,053,979**	**$27,206,268**

MAJOR VARIANCE EXPLANATION

In 2007, the department's staffing increased by a total of 6.5 FTE. Of this increase, 5.5 FTE were due to restorations in library public hours and 1.0 FTE was due to a transfer from CDBG funding to the Cultural Services Fund. Total expenditures in 2007 increased $2.5 million (10.2 percent). Personal services costs increased by $1.0 million (9.2 percent) due to increases in regular employee salary costs, higher levels of staffing resulting from cut restorations, and rising health care costs. Supplies and services increased by $886,700 (16.1 percent), primarily in art acquisition and book-stock purchases, as well as increased spending of SCFD (Scientific and Cultural Facilities District) funds. Transfers out increased by $504,200 (7.2 percent) as a result of General Fund transfer adjustments to both the Recreation and Cultural Services Funds for mandated cost increases, such as natural gas, electricity, and fuel.

Total expenditures in 2008 are projected to increase $481,400 (1.8 percent) due to a $609,000 (9.5 percent) increase in supplies and services offset by an $84,600 (0.7 percent) decrease in personal services and a $43,300 (107.1 percent) decrease in capital related expenditures. The increase in supplies and services is primarily due to increases in the Gifts and Grants Fund, offset by decreases in the General Fund. The decrease in personal services is due to planned pay increases, the increasing cost of health insurance, and the addition of 1.0 FTE in the Cultural Services Fund, offset by a decrease in temporary compensation in the Gifts and Grants, General, and Cultural Services Funds. Capital related expenditures are negative, as purchase orders carried forward from prior years are projected to not be spent. Transfers out are expected to remain unchanged from 2007 to 2008.

Library, Recreation, & Cultural Services

MAJOR VARIANCE EXPLANATION

For 2009, total expenditures are expected to decrease $152,300 (0.6 percent), primarily due to budget cuts as detailed in the budget amendment requests section. Department staffing will decrease 1.0 FTE due to the elimination of the vacant North Aurora Special Events assistant. Personal services are expected to increase $810,062 (6.6 percent), driven primarily by health care increases and full funding of vacant positions, offset by budget cuts. Approximately 17.8 percent of the cuts affect personal services. Supplies and services are expected to decrease $967,500 (13.8 percent), with most of the decrease associated with budget cuts, decreased Art in Public Places spending, and decreased Gifts and Grants spending. Approximately 46.7 percent of the cuts affect supplies and services. Transfers out are expected to increase $286,000 (3.8 percent) due to adjustments in the General Fund transfer to the Recreation and Cultural Services Funds which are a net result of increases for regular employee salaries, health care, temporary EPMP, and utilities increases as well as decreases related to cuts in the Recreation and Cultural Services Funds. Approximately 35.4 percent of the cuts affect transfers.

BUDGET AMENDMENT REQUESTS

	2009			
Fund \ Type \ Description	**FTE**	**Budget**	**Revenue**	**Net**
Cultural Services Fund				
Budget Cut				
Eliminate North Aurora Special Events Assistant	-1.00	-61,544	0	-61,544
Program affected: Special Events and Volunteer Center Position being held vacant in 2008 to support Historic Preservation Specialist and Aurora Fox Arts Center. Two North Aurora Special Events had been canceled prior to this proposal. This will likely result in the cancellation of additional events and will make development of new special events in the North Aurora area virtually impossible. Reductions to the Cultural Services Fund subsidy may result in reduced Scientific and Cultural Facilities District funding.				
Budget Cut Total	**-1.00**	**-61,544**	**0**	**-61,544**
Cultural Services Fund Total	**-1.00**	**-61,544**	**0**	**-61,544**
Designated Revenues Fund				
New Appropriation				
Transfer of IYSO Related Expense to the Designated Revenues Fund	0.25	112,540	28,500	84,040
Program affected: Sports Programs As part of the budget cuts in the Recreation Fund, $112,500 of expenditures are being moved to the Designated Revenues Fund to be funded by the Independent Youth Sports Organization (IYSO) fees. This amendment increases the Designated Revenues Fund budget. The corresponding reductions are detailed in the budget cuts for the Recreation Fund.				
New Appropriation Total	**0.25**	**112,540**	**28,500**	**84,040**
Designated Revenues Fund Total	**0.25**	**112,540**	**28,500**	**84,040**

Library, Recreation, & Cultural Services

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
General Fund				
New Appropriation				
Historic Preservation Marking Program	0.00	2,000	0	2,000
Program affected: Aurora History Museum The Aurora Historic Preservation Commission acknowledges the need for an additional level of designation of sites and locations that may not fit into the state, federal and/or local landmark designation laws and regulations. This add establishes a program to mark historically significant sites in the City of Aurora recognizing their value to the community. Funds requested will develop the program and on-going operation, along with potential additional funding from various community organizations and opportunities for site owners to contribute funds to the program.				
New Appropriation Total	**0.00**	**2,000**	**0**	**2,000**
Budget Cut				
Decrease in Subsidy to Recreation Fund	0.00	-205,593	0	-205,593
Program affected: Transfer to Recreation The subsidy from the General Fund to the Recreation Fund has been decreased commensurate with the cuts taken in the Recreation Fund. This subsidy decrease relates to the cuts for additional preschool revenue; the recreation administration, sports program, and senior program reductions, and registration office reductions. Detail behind these cuts can be found under the Recreation Fund.				
Decrease in Subsidy to the Cultural Services Fund	0.00	-61,544	0	-61,544
Program affected: Transfer to Cultural Services The subsidy from the General Fund to the Cultural Services Fund has been decreased commensurate with the cuts taken in the Cultural Services Fund related to the elimination of the vacant North Aurora Special Events Assistant. Detail behind that cut can be found under the Cultural Services Fund.				
Reduce Library Materials Acquisition Budget	0.00	-235,000	0	-235,000
Program affected: Library Collection Management and Systems This cut removes $235,000 (20 percent) from the materials acquisition budget. This will significantly reduce the purchase of new items, which in turn will reduce collection items available to patrons, keeping Aurora last in the per capita materials acquisition of major Front Range library providers.				
Budget Cut Total	**0.00**	**-502,137**	**0**	**-502,137**
General Fund Total	**0.00**	**-500,137**	**0**	**-500,137**

Library, Recreation, & Cultural Services

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
Gifts & Grants Fund				
Budget Cut				
Additional Preschool Revenue	0.00	15,600	15,600	0
Program affected: Preschool and Youth Programs Due to additional anticipated revenue in the Colorado Preschool and Kindergarten Program, additional related expenses can be transferred from Recreation Fund to the Gifts and Grants Fund.				
Budget Cut Total	**0.00**	**15,600**	**15,600**	**0**
Gifts & Grants Fund Total	**0.00**	**15,600**	**15,600**	**0**
Recreation Fund				
New Appropriation				
Recreation Administration, Sports Programs, and Senior Programs Reductions	-0.25	-177,243	0	-177,243
Programs affected: Sports Programs/Recreation Division Management and Support/Senior and Special Programs This amendment will transfer $112,500 of Independent Youth Sports Organizations (IYSO) related expense from the Recreation Fund to the Designated Revenue Fund. This funding source has realized increased revenues and can absorb this cost at this time. Since this is a transfer of expense to an alternate funding source, there will be no immediate impact on services. However, in the event this revenue stream deteriorates, a restoration of General Fund support or program reductions will be necessary.				
New Appropriation Total	**-0.25**	**-177,243**	**0**	**-177,243**
Budget Cut				
Additional Preschool Revenue	0.00	-15,600	0	-15,600
Program affected: Preschool and Youth Programs Due to additional anticipated revenue in the Colorado Preschool and Kindergarten Program, additional related expenses can be transferred from Recreation Fund to the Gifts and Grants Fund.				
Registration Office Reductions	0.00	-12,750	0	-12,750
Program affected: Recreation Division Management and Support This amendment eliminates touch tone registration system. This system is rarely used and customers have access to five alternate modes of registration. This amendment also eliminates the registration temporary Spanish language assistant. This will eliminate bilingual registration information and assistance to customers.				
Budget Cut Total	**0.00**	**-28,350**	**0**	**-28,350**
Recreation Fund Total	**-0.25**	**-205,593**	**0**	**-205,593**
Amendment Request Total All Funds	**-1.00**	**-639,134**	**44,100**	**-683,234**

Library, Recreation, & Cultural Services

EXPENDITURE SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Conservation Trust Fund	1,808	24,249	0	32,438
Cultural Services Fund	2,310,820	2,698,516	2,760,689	2,472,335
Designated Revenues Fund	969,118	1,024,895	1,028,404	983,115
General Fund	11,314,959	12,706,822	12,816,251	13,149,671
Gifts & Grants Fund	551,166	975,009	1,099,809	953,898
Recreation Fund	8,965,266	9,143,067	9,348,826	9,614,811
Expenditures Total	**$24,113,137**	**$26,572,558**	**$27,053,979**	**$27,206,268**

STAFFING SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Cultural Services Fund	18.00	19.00	20.00	19.00
Designated Revenues Fund	10.60	10.60	10.60	10.85
General Fund	81.40	86.90	86.90	86.90
Recreation Fund	67.00	67.00	67.00	66.75
Staffing Total	**177.00**	**183.50**	**184.50**	**183.50**

PROGRAM SUMMARY

Aquatics Programs

Brief Description

Public swimming facilities, maintenance, and programs for all ages.

Primary Program Measures (Selected Funds)

Volume (most recent data):
309,064 Annual attendance

(Est.) Cost/Unit:
$3.6091 per attendee

2009 Net Cost:
$1,115,457

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	13.00	13.00	13.00	13.00
Expenditures Total	**$2,056,981**	**$2,066,612**	**$2,165,775**	**$2,174,963**
Designated Revenues Fund	0	214	0	0
Gifts & Grants Fund	0	3,516	0	0
Recreation Fund	2,056,981	2,062,882	2,165,775	2,174,963

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 $3.08.

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: Continue to encourage youth employment opportunities within the department's many seasonal programs.

Goal: Ensure that every child and young person in Aurora will have access to the fundamental resources she or he needs to succeed.

Activity: Continue to promote its Libraries, Recreation, and Cultural facilities and programs as safe places where children can constructively use their time, find caring adults who support their healthy development and effective education, and participate in opportunities to make a difference through helping.

Art in Public Places

Brief Description

Administers, funds, selects, displays, and maintains public art.

Primary Program Measures (Selected Funds)

Volume (most recent data):

312,000 City residents

(Est.) Cost/Unit:

$0.9974 per City resident

2009 Net Cost:

$311,201

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	1.00	1.00	1.00	1.00
Expenditures Total	**$259,717**	**$551,923**	**$506,861**	**$331,201**
Conservation Trust Fund	1,808	24,249	0	32,438
Cultural Services Fund	255,902	525,852	505,198	297,100
General Fund	2,007	1,822	1,663	1,663

Program Description

This function's budget is dedicated to the administration, acquisition, and maintenance 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 the City artwork collection; and provides art collection management, maintenance, and repair. The City Council appointed Art in Public Places Commission sets annual goals for community outreach and education. Also manages 50 Metropolitan Districts' required public art plans.

Council Goals/Objectives:Activities Supported

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

Activity: Continue to commission and install public art pieces in accordance with the City's Art in Public Places ordinance.

Arts Programs

Brief Description

This program manages the Aurora Fox Arts Center, the Bicentennial Art Center, the Show Wagon and all related activities.

Primary Program Measures (Selected Funds)

Volume (most recent data):

106,248 Annual contacts made

(Est.) Cost/Unit:

$3.9012 per contact

2009 Net Cost:

$414,491

Library, Recreation, & Cultural Services

PROGRAM SUMMARY

Arts Programs

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	8.00	8.00	8.00	8.00
Expenditures Total	**$1,078,576**	**$1,121,641**	**$1,180,411**	**$1,090,794**
Cultural Services Fund	1,078,576	1,121,641	1,180,411	1,090,794

Program Description

Presents a performing arts season at the Aurora Fox Arts Center, provides classes and workshops in pottery, fine arts, music, dance, and theater and manages the City's Show Wagon. Provides outreach programs for Aurora citizens. In 2007 this program served 63,951 paid program participants, and 42,297 free attendees.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue to promote its libraries, recreation, and cultural facilities as "safe havens" through enrichment programs and services, along with security services and security systems.

Goal: Ensure that every child and young person in Aurora will have access to the fundamental resources she or he needs to succeed.

Activity: Continue to promote its Libraries, Recreation, and Cultural facilities and programs as safe places where children can constructively use their time, find caring adults who support their healthy development and effective education, and participate in opportunities to make a difference through helping.

Goal: Support effective efforts to integrate/orient an increasingly diverse community.

Activity: Continue to strengthen its partnership with diverse communities and individuals to incorporate their interests into City-sponsored special events and overall Department programs and services.

Activity: Continue to celebrate diversity through departmental programs and events aimed to express the diversity of Aurora.

Aurora History Museum

Brief Description

Collects, interprets, and exhibits historical collections significant to Aurora. Manages and maintains 23 historic sites and one historic district.

Primary Program Measures (Selected Funds)

Volume (most recent data):
2,395,062 Annual contacts made

(Est.) Cost/Unit:
$0.1085 per contact

2009 Net Cost:
$259,783

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	4.00	4.00	5.00	5.00
Expenditures Total	**$332,068**	**$374,039**	**$421,766**	**$353,183**
Cultural Services Fund	326,606	369,168	416,312	345,729
General Fund	5,462	4,871	5,454	7,454

Library, Recreation, & Cultural Services

PROGRAM SUMMARY

Aurora History Museum

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 and includes management and maintenance of the City's historic sites, preparation of historic landmark designation materials, and liaison to the Historic Preservation Commission. In 2007, these activities served 2,290 structured program attendees, 32,240 free Museum visitors, and 2,360,532 estimated outreach contacts. Outreach contacts, which are associated primarily with the many outreach exhibits at The Town Center of Aurora, Aurora libraries, Smoky Hill Library, Southlands, and those loaned to other museums, are calculated using a methodology approved by the independent auditors during the annual Cultural Services audit for the Scientific and Cultural Services District. Total 2007 contacts were 2,395,062 or .11 per contact.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue to promote its libraries, recreation, and cultural facilities as "safe havens" through enrichment programs and services, along with security services and security systems.

Goal: Ensure that every child and young person in Aurora will have access to the fundamental resources she or he needs to succeed.

Activity: Continue to promote its Libraries, Recreation, and Cultural facilities and programs as safe places where children can constructively use their time, find caring adults who support their healthy development and effective education, and participate in opportunities to make a difference through helping.

Goal: Support effective efforts to integrate/orient an increasingly diverse community.

Activity: Continue to strengthen its partnership with diverse communities and individuals to incorporate their interests into City-sponsored special events and overall Department programs and services.

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 (Selected Funds)

Volume (most recent data):

30,438 Square feet of building space

(Est.) Cost/Unit:

$0.2497 per square foot of building space

2009 Net Cost:

$7,600

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$7,600**	**$7,600**	**$7,563**	**$7,600**
Cultural Services Fund	7,600	7,600	7,563	7,600

Program Description

Accounts for Cultural Services Fund building maintenance activities for three facilities with total square footage of 30,438.

Library, Recreation, & Cultural Services

PROGRAM SUMMARY

Building Maintenance CSF

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue to promote its libraries, recreation, and cultural facilities as "safe havens" through enrichment programs and services, along with security services and security systems.

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 (Selected Funds)

Volume (most recent data):

172,414 square feet of building space

(Est.) Cost/Unit:

$0.3803 per square foot of building space

2009 Net Cost:

$65,572

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$4,624**	**$67,260**	**$65,572**	**$65,572**
Recreation Fund	4,624	67,260	65,572	65,572

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 its libraries, recreation, and cultural facilities as "safe havens" through enrichment programs and services, along with security services and security systems.

Cultural Services Administration

Brief Description

Manages arts programs, performances, history, historic sites and preservation, special events, art in public places, and volunteer programs.

Primary Program Measures (Selected Funds)

Volume (most recent data):

2,499,477 Budgeted division operating expenses

(Est.) Cost/Unit:

$0.0819 per dollar of operating expenditure

2009 Net Cost:

$204,594

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	2.00	2.00	2.00	2.00
Expenditures Total	**$241,193**	**$266,223**	**$224,042**	**$261,101**
Cultural Services Fund	237,680	262,177	220,520	257,579
General Fund	3,513	4,046	3,522	3,522

Library, Recreation, & Cultural Services

PROGRAM SUMMARY

Cultural Services Administration

Program Description

This function manages and administers Performing Arts, Visual Arts, Dance, Art in Public Places, History Museum, Historic Sites and Preservation, Bicentennial Art Center, Special Events, Volunteer Center, Show Wagon, 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 four City Boards and Commissions. Cost/per $ expense of $0.08. Division includes 20.27 temporary FTE and 20 regular FTE. This function includes 2.0 of these regular FTE.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue to promote its libraries, recreation, and cultural facilities as "safe havens" through enrichment programs and services, along with security services and security systems.

Goal: Ensure that every child and young person in Aurora will have access to the fundamental resources she or he needs to succeed.

Activity: Continue to promote its Libraries, Recreation, and Cultural facilities and programs as safe places where children can constructively use their time, find caring adults who support their healthy development and effective education, and participate in opportunities to make a difference through helping.

Goal: Support effective efforts to integrate/orient an increasingly diverse community.

Activity: Continue to strengthen its partnership with diverse communities and individuals to incorporate their interests into City-sponsored special events and overall Department programs and services.

Departmental Support Services

Brief Description

This program manages finance, payroll and personnel, computer systems, marketing and courier services.

Primary Program Measures (Selected Funds)

Volume (most recent data):

1,049,981 Budget dollars managed

(Est.) Cost/Unit:

$1 per budget dollar managed

2009 Net Cost:

$1,049,981

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	9.80	9.80	9.80	9.80
Expenditures Total	**$955,280**	**$1,054,622**	**$1,030,043**	**$1,049,981**
General Fund	466,866	537,169	510,764	522,061
Recreation Fund	488,414	517,453	519,279	527,920

Program Description

This function provides centralized business management of a variety of similar technical internal support services such as the Department's finances, personnel and payroll, computer systems, courier, and marketing and develops and maintains a number of data management systems used throughout the department accessing the other public service divisions.

Council Goals/Objectives:Activities Supported

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Continue efforts to seek out alternative funding and to manage budget to maximize resources.

Activity: Continue efforts to develop and provide on-line services to enhance services to Aurora residents.

Activity: Achieve a balanced or better bottom line for the current budget.

Library, Recreation, & Cultural Services

PROGRAM SUMMARY

General Recreation

Brief Description
Provides general recreation and health/wellness programs.

Primary Program Measures (Selected Funds)
Volume (most recent data):
43,000 annual attendance

(Est.) Cost/Unit:
$3.7491 per attendee

2009 Net Cost:
$161,210

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	2.00	2.00	2.00	2.00
Expenditures Total	**$358,151**	**$494,551**	**$399,498**	**$500,469**
Gifts & Grants Fund	9,567	113,620	145	109,692
Recreation Fund	348,584	380,931	399,353	390,777

Program Description
Provides general recreational and health & wellness services such as: cooking, crafts, dog obedience, fitness, aerobics, yoga, martial arts, camps/workshops, miniature golf, and basic computer skills. 2007 attendance exceeded 43,000.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue to promote its libraries, recreation, and cultural facilities as "safe havens" through enrichment programs and services, along with security services and security systems.

Goal: Ensure that every child and young person in Aurora will have access to the fundamental resources she or he needs to succeed.

Activity: Continue to promote its Libraries, Recreation, and Cultural facilities and programs as safe places where children can constructively use their time, find caring adults who support their healthy development and effective education, and participate in opportunities to make a difference through helping.

Goal: Support effective efforts to integrate/orient an increasingly diverse community.

Activity: Continue to celebrate diversity through departmental programs and events aimed to express the diversity of Aurora.

Library Collection Management and Systems

Brief Description
Provides behind-the-scenes services for Library users.

Primary Program Measures (Selected Funds)
Volume (most recent data):
300,000 Materials selected, cataloged, processed, weeded

(Est.) Cost/Unit:
$7.5451 per material selected, cataloged, processed, weeded

2009 Net Cost:
$2,263,532

Library, Recreation, & Cultural Services

PROGRAM SUMMARY

Library Collection Management and Systems

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	18.30	18.50	18.50	18.50
Expenditures Total	**$2,193,269**	**$2,464,356**	**$2,354,463**	**$2,263,532**
Designated Revenues Fund	365	0	0	40,300
General Fund	2,192,904	2,464,356	2,354,463	2,223,232

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 72,000 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 72,000 items, check item against orders and invoices; sort 72,000 items into categories, catalog and add each of 72,000 items to online catalog system; process and prepare each of 72,000 items for use in designated facilities; check 72,000 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 18.5 FTE and 3 part time temp staff.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue to promote its libraries, recreation, and cultural facilities as "safe havens" through enrichment programs and services, along with security services and security systems.

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Continue efforts to develop and provide on-line services to enhance services to Aurora residents.

Goal: Ensure that every child and young person in Aurora will have access to the fundamental resources she or he needs to succeed.

Activity: Continue to promote its Libraries, Recreation, and Cultural facilities and programs as safe places where children can constructively use their time, find caring adults who support their healthy development and effective education, and participate in opportunities to make a difference through helping.

Goal: Support effective efforts to integrate/orient an increasingly diverse community.

Activity: Continue to celebrate diversity through departmental programs and events aimed to express the diversity of Aurora.

Library Facilities and Public Services

Brief Description

Provides direct customer services to Library users.

Primary Program Measures (Selected Funds)

Volume (most recent data):

2,573,662 Total material usage

(Est.) Cost/Unit:

$1.2924 per material usage

2009 Net Cost:

$3,326,149

Library, Recreation, & Cultural Services

PROGRAM SUMMARY

Library Facilities and Public Services

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	61.60	67.90	67.90	67.90
Expenditures Total	**$3,170,237**	**$3,746,159**	**$3,781,975**	**$4,119,849**
Designated Revenues Fund	630,685	686,387	514,889	611,369
General Fund	2,470,250	2,964,112	3,278,450	3,414,480
Gifts & Grants Fund	69,302	95,660	-11,364	94,000

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 at nearly 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 system wide total of 890,000 customers. Function includes 21 part time temp staff.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue to promote its libraries, recreation, and cultural facilities as "safe havens" through enrichment programs and services, along with security services and security systems.

Goal: Ensure that every child and young person in Aurora will have access to the fundamental resources she or he needs to succeed.

Activity: Continue to promote its Libraries, Recreation, and Cultural facilities and programs as safe places where children can constructively use their time, find caring adults who support their healthy development and effective education, and participate in opportunities to make a difference through helping.

Goal: Support effective efforts to integrate/orient an increasingly diverse community.

Activity: Implement the objectives of the new Council Youth goal and objectives through the Office of Youth Development, Recreation Services Division.

Activity: Continue to celebrate diversity through departmental programs and events aimed to express the diversity of Aurora.

Office of the Director

Brief Description

Oversees all aspects of department operations.

Primary Program Measures (Selected Funds)

Volume (most recent data):

26,681,383 budget managed

(Est.) Cost/Unit:

N/A

2009 Net Cost:

$0

Library, Recreation, & Cultural Services

PROGRAM SUMMARY

Office of the Director

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	3.00	2.00	2.00	2.00
Expenditures Total	**$309,542**	**$360,974**	**$1,442,720**	**$641,375**
General Fund	309,542	360,974	332,089	361,375
Gifts & Grants Fund	0	0	1,110,631	280,000

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 184.5 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 responding to 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: Ensure a safe community for people.

Activity: Continue to promote its libraries, recreation, and cultural facilities as "safe havens" through enrichment programs and services, along with security services and security systems.

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Achieve a balanced or better bottom line for the current budget.

Activity: Continue to strengthen our relationships with the two school districts to enhance our joint-use facility and services sharing in existing and new school sites.

Goal: Support effective efforts to integrate/orient an increasingly diverse community.

Activity: Implement the objectives of the new Council Youth goal and objectives through the Office of Youth Development, Recreation Services Division.

Activity: Foster youth involvement and leadership development through various programs and the Aurora Youth Commission.

Activity: Continue to strengthen its partnership with diverse communities and individuals to incorporate their interests into City-sponsored special events and overall Department programs and services.

Activity: Continue to celebrate diversity through departmental programs and events aimed to express the diversity of Aurora.

Preschool and Youth Programs

Brief Description

Recreation and youth development programs for preschool, youth and teens, and facilities.

Primary Program Measures (Selected Funds)

Volume (most recent data):
190,100 Annual attendance

(Est.) Cost/Unit:
$0.7883 per attendee

2009 Net Cost:
$149,852

Library, Recreation, & Cultural Services

PROGRAM SUMMARY

Preschool and Youth Programs

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	5.50	5.50	5.50	5.50
Expenditures Total	**$1,002,248**	**$1,182,976**	**$503,510**	**$898,967**
Designated Revenues Fund	0	0	19	0
General Fund	2,391	3,366	3,249	3,249
Gifts & Grants Fund	409,000	656,262	272	378,989
Recreation Fund	590,857	523,348	499,970	516,729

Program Description

This function consists of 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 730 children. Office of Youth Services collaborates with Aurora schools and non-profits, providing after school and summer programming to over 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 5.5 Regular FTE. Annual budgeted cost was reduced by direct revenues and Colorado Preschool and Kindergarten Project funding resulting in a net cost per attendee of $0.79.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue to promote its libraries, recreation, and cultural facilities as "safe havens" through enrichment programs and services, along with security services and security systems.

Goal: Ensure that every child and young person in Aurora will have access to the fundamental resources she or he needs to succeed.

Activity: Continue to promote its Libraries, Recreation, and Cultural facilities and programs as safe places where children can constructively use their time, find caring adults who support their healthy development and effective education, and participate in opportunities to make a difference through helping.

Goal: Support effective efforts to integrate/orient an increasingly diverse community.

Activity: Implement the objectives of the new Council Youth goal and objectives through the Office of Youth Development, Recreation Services Division.

Activity: Continue to strengthen its partnership with diverse communities and individuals to incorporate their interests into City-sponsored special events and overall Department programs and services.

Activity: Continue to celebrate diversity through departmental programs and events aimed to express the diversity of Aurora.

Recreation Centers

Brief Description

Includes one Recreation Center and six Neighborhood Recreation Centers for a combined 0.25 sq ft per capita.

Primary Program Measures (Selected Funds)

Volume (most recent data):
625,000 Visitors

(Est.) Cost/Unit:
$1.3707 per visitor

2009 Net Cost:
$856,695

Library, Recreation, & Cultural Services

PROGRAM SUMMARY

Recreation Centers

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	10.50	10.50	10.50	10.50
Expenditures Total	**$912,624**	**$947,289**	**$987,170**	**$1,050,095**
Recreation Fund	912,624	947,289	987,170	1,050,095

Program Description

Includes one Recreation Center (with one gym) and six Neighborhood Recreation Centers. Provides venues for classes, productions, and public rentals that offer citizens a public area in which to meet and promote public discourse, stress release, skill development and achieve healthy goals. All centers combine to provide 75,200 square feet or 0.25 square feet per capita. Combined user visits exceeded 625,000 in 2006.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue to promote its libraries, recreation, and cultural facilities as "safe havens" through enrichment programs and services, along with security services and security systems.

Goal: Ensure that every child and young person in Aurora will have access to the fundamental resources she or he needs to succeed.

Activity: Continue to promote its Libraries, Recreation, and Cultural facilities and programs as safe places where children can constructively use their time, find caring adults who support their healthy development and effective education, and participate in opportunities to make a difference through helping.

Recreation Division Management & Support Services

Brief Description

Oversees planning and management of the Recreation Services Division operations.

Primary Program Measures (Selected Funds)

Volume (most recent data):

1,685,369 CLASS registration system transactions

(Est.) Cost/Unit:

$0.4297 per transaction

2009 Net Cost:

$724,232

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	4.00	4.00	4.00	4.00
Expenditures Total	**$593,959**	**$631,774**	**$583,911**	**$724,232**
Gifts & Grants Fund	0	1,920	0	1,900
Recreation Fund	593,959	629,854	583,911	722,332

Library, Recreation, & Cultural Services

PROGRAM SUMMARY

Recreation Division Management & Support Services

Program Description

Oversees planning and management of the Recreation Services Division operations, including recreation facilities, division support services, training and customer service, program/services development, planning, and general department/city-wide project activities. Provides centralized coordination and administration of the division wide computerized registration program and data, online and touch tone registration, facility booking, point-of-sale, and recreation pass cards that provides high-tech options/services to citizens. Annual transactions are approx. 1,594,407 in point-of-sale, 2,294 rentals, 7,469 facility bookings, 69,430 registrations, and 12,769 withdrawals for a total of 1,686,369 transactions.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue to promote its libraries, recreation, and cultural facilities as "safe havens" through enrichment programs and services, along with security services and security systems.

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Continue efforts to seek out alternative funding and to manage budget to maximize resources.

Activity: Continue efforts to develop and provide on-line services to enhance services to Aurora residents.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue to participate in support of Salvation Army and the YMCA on their respective projects.

Goal: Support effective efforts to integrate/orient an increasingly diverse community.

Activity: Implement the objectives of the new Council Youth goal and objectives through the Office of Youth Development, Recreation Services Division.

Activity: Continue to strengthen its partnership with diverse communities and individuals to incorporate their interests into City-sponsored special events and overall Department programs and services.

Activity: Continue to celebrate diversity through departmental programs and events aimed to express the diversity of Aurora.

Senior and Special Programs

Brief Description

Programs and service for adults age 50 plus and persons with developmental disabilities.

Primary Program Measures (Selected Funds)

Volume (most recent data):
160,000 annual attendance

(Est.) Cost/Unit:
$5.1588 per attendee

2009 Net Cost:
$825,413

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	15.30	15.30	15.30	15.30
Expenditures Total	**$1,250,971**	**$1,319,062**	**$1,241,554**	**$1,367,230**
Designated Revenues Fund	182,729	191,108	117,016	119,285
General Fund	244	250	655	655
Gifts & Grants Fund	45,258	80,002	125	65,329
Recreation Fund	1,022,740	1,047,702	1,123,758	1,181,961

Library, Recreation, & Cultural Services

PROGRAM SUMMARY

Senior and Special Programs

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 Aurora Center for Active Adults (formerly the Aurora Senior Center) provides 10,000+ 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 280 volunteers provide 21,000 annual hours. Function operates the Aurora Center for Active Adults and the Lowry Intergenerational Center. Function includes 4.7 Temporary FTE & 15.3 Regular FTE. Annual cost was reduced by direct revenues resulting in net cost/attendance of $5.16.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue to promote its libraries, recreation, and cultural facilities as "safe havens" through enrichment programs and services, along with security services and security systems.

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Continue efforts to seek out alternative funding and to manage budget to maximize resources.

Goal: Support effective efforts to integrate/orient an increasingly diverse community.

Activity: Implement the objectives of the new Council Youth goal and objectives through the Office of Youth Development, Recreation Services Division.

Activity: Continue to celebrate diversity through departmental programs and events aimed to express the diversity of Aurora.

Special Events and Volunteer Center

Brief Description

Plans and conducts major city-wide events. Promotes volunteer opportunities within City departments and in the community.

Primary Program Measures (Selected Funds)

Volume (most recent data):
174,160 special events attendees

(Est.) Cost/Unit:
$1.5866 per special event attendee

2009 Net Cost:
$276,319

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	3.00	4.00	4.00	3.00
Expenditures Total	**$404,456**	**$412,088**	**$430,685**	**$473,533**
Cultural Services Fund	404,456	412,078	430,685	473,533
Gifts & Grants Fund	0	10	0	0

Program Description

Plans and conducts major city-wide events such as KidSpree, PumpkinFest/Jack O Launch, Fiesta Aurora, and others with an emphasis on enhancing community focus, attracting attendance from the metro region, and reflecting a positive image of Aurora. Promotes volunteer opportunities within City departments and in the community through marketing and referral of volunteers. 2006 Special Events attendance included KidSpree with 30,000, PumpkinFest with 25,000, North Aurora Events with 6,600, Banks in Harmony with 10,000, Public Fireworks Display 101,500, for total attendance of 174,160. 11,415 volunteers contributed time equal to 85 FTE and $3.3 million dollars.

Library, Recreation, & Cultural Services

PROGRAM SUMMARY

Special Events and Volunteer Center

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 various organizations that partner with Aurora.

Goal: Ensure a safe community for people.

Activity: Continue to promote its libraries, recreation, and cultural facilities as "safe havens" through enrichment programs and services, along with security services and security systems.

Goal: Support effective efforts to integrate/orient an increasingly diverse community.

Activity: Continue to celebrate diversity through departmental programs and events aimed to express the diversity of Aurora.

Sports Programs

Brief Description

Provides organized team sports programs for youth and adults. Coordinates sports fields for independent youth sports organizations and school sites.

Primary Program Measures (Selected Funds)

Volume (most recent data):
660,000 Annual attendees

(Est.) Cost/Unit:
$0.5594 Per attendee

2009 Net Cost:
$369,221

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	16.00	16.00	16.00	16.00
Expenditures Total	**$3,119,097**	**$3,137,553**	**$3,400,518**	**$3,220,611**
Designated Revenues Fund	155,339	147,186	396,480	212,161
Gifts & Grants Fund	17,275	24,019	0	23,988
Recreation Fund	2,946,483	2,966,348	3,004,038	2,984,462

Program Description

Provides organized team sports programs for youth and adults including basketball, volleyball, softball, baseball, roller hockey, gymnastics, tennis, and other sports at school sites, city sports complexes, Wheel Park, and tennis courts that develop healthy active youth and lifelong skills for all ages. Coordinates regional, state, and national sports tournaments at complexes. Coordinates sports fields for independent youth sports organizations and school sites. In 2006 total attendance was 660,000. Annual economic impact to local businesses, via tournaments and programs, is estimated to exceed $15,000,000.

Library, Recreation, & Cultural Services

PROGRAM SUMMARY

Sports Programs

Council Goals/Objectives:Activities Supported

Goal: Economic vitality: Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Continue to secure major economic impact tournaments for 2008-2010.

Activity: Continue to encourage youth employment opportunities within the department's many seasonal programs.

Goal: Ensure a safe community for people.

Activity: Continue to promote its libraries, recreation, and cultural facilities as "safe havens" through enrichment programs and services, along with security services and security systems.

Goal: Ensure that every child and young person in Aurora will have access to the fundamental resources she or he needs to succeed.

Activity: Continue to promote its Libraries, Recreation, and Cultural facilities and programs as safe places where children can constructively use their time, find caring adults who support their healthy development and effective education, and participate in opportunities to make a difference through helping.

Goal: Support effective efforts to integrate/orient an increasingly diverse community.

Activity: Continue to celebrate diversity through departmental programs and events aimed to express the diversity of Aurora.

Transfer to Cultural Services

Brief Description

General Fund investment in public Cultural Services to citizens.

Primary Program Measures (Selected Funds)

Volume (most recent data):

4,608,709 Total Cultural Division annual contacts made

(Est.) Cost/Unit:

$0.2548 per contact

2009 Net Cost:

$1,174,315

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$945,551**	**$1,135,328**	**$1,149,345**	**$1,174,315**
General Fund	945,551	1,135,328	1,149,345	1,174,315

Program Description

Provides General Fund subsidy revenue to the Cultural Fund. This transfer offsets a portion of programs costs, facilities and services not fully supported through user fees. 4,608,709 annual contacts are comprised of paid attendance, unpaid attendance, and outreach contacts.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue to promote its libraries, recreation, and cultural facilities as "safe havens" through enrichment programs and services, along with security services and security systems.

Library, Recreation, & Cultural Services

PROGRAM SUMMARY

Transfer to Recreation

Brief Description

General Fund investment in public Recreation services and facilities to citizens.

Primary Program Measures (Selected Funds)

Volume (most recent data):

1,707,000 Total recreation attendance for all functions

(Est.) Cost/Unit:

$3.1855 per recreation attendee

2009 Net Cost:

$5,437,665

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$4,916,154**	**$5,230,528**	**$5,176,597**	**$5,437,665**
General Fund	4,916,154	5,230,528	5,176,597	5,437,665

Program Description

This budget transfer covers costs of programs, facilities, and services not fully supported through user fees. Division revenue per attendance equals $2.49. $1,140,000 of this transfer 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 its libraries, recreation, and cultural facilities as "safe havens" through enrichment programs and services, along with security services and security systems.

Goal: Support effective efforts to integrate/orient an increasingly diverse community.

Activity: Implement the objectives of the new Council Youth goal and objectives through the Office of Youth Development, Recreation Services Division.

Activity: Continue to strengthen its partnership with diverse communities and individuals to incorporate their interests into City-sponsored special events and overall Department programs and services.

Activity: Continue to celebrate diversity through departmental programs and events aimed to express the diversity of Aurora.

Neighborhood Services

15151 E. Alameda Parkway • Aurora, CO 80012 • (303) 739-7280
Nancy Sheffield, Neighborhood Services Director • NSHEFFIE@auroragov.org

DESCRIPTION

Neighborhood Services consists of five divisions and 77.5 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	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	82.50	80.50	79.50	77.50
Personal Services	4,884,036	5,191,310	5,447,076	5,517,703
Supplies and Services	5,293,513	4,636,544	4,270,970	4,091,394
Interfund Charges	107,971	135,825	161,757	145,051
Capital Related	12,310	0	116,128	0
Transfers Out	20,000	0	14,400	0
Expenditures Total	**$10,317,830**	**$9,963,679**	**$10,010,331**	**$9,754,148**

MAJOR VARIANCE EXPLANATION

In 2007, Neighborhood Services expenditures decreased by $354,200 (3.4 percent) due primarily to a decrease of $657,000 (12.4 percent) in supplies and services as a result of the elimination of funding for the Aid to Agencies program and lower funding for the Community Development Fund. These decreases were partially offset by an increase of $284,600 (92.1 percent) in supplies and services for the Abatement Fund, which performed a record number of abatements as the number of foreclosures rose. Personal services increased $307,300 (6.3 percent) as a result of pay and benefit increases in accordance with City policy, partially offset by the transfer out of 1.0 FTE Special Events Coordinator to the Library, Recreation and Cultural Services Department and a technical correction to eliminate a 1.0 FTE unfunded Senior Accounting Technician.

In 2008, total expenditures are projected to increase by $46,700 (0.5 percent), due primarily to an increase of $255,800 (4.9 percent) in personal services as a result of pay and benefit increases in accordance with City policy and a $116,100 increase in one-time capital related expenses related to the acquisition and demolition of the old Comitis building located near City Park. These increases are partially offset by a $365,600 (7.9 percent) decrease in supplies and services as a result of a $502,086 (10.0 percent) reduction in the Community Development Fund in response to lower program funding, offset by a $345,700 (53.9 percent) increase in the Abatement Fund as the number of foreclosures and subsequent abatements continues to rise. In 2008, the total FTE will be reduced by 1.0, as 1.0 FTE Urban Renewal Project Manager is transferred to Development Services.

Expenditures for 2009 are projected to decrease $256,200 (2.6 percent). Personal services will increase $70,600 (1.3 percent) as a result of vacancy savings in 2008 that are not expected to recur in 2009 offset by the elimination of 1.0 FTE vacant Code Enforcement Inspector and 1.0 FTE vacant Neighborhood Liaison. Supplies and services will decrease $179,600 (4.2 percent), primarily as the result of the redesign of the Commercial Renovation Program, which will now offer direct low interest loans to meet the customer match requirement. In addition, there is a reduction of $116,100 in capital related

Neighborhood Services

MAJOR VARIANCE EXPLANATION

expenses due to one-time projects scheduled to be completed in 2008. Some expenditures will be shifted from the General Fund as 1.0 FTE Code Enforcement Inspector will be transferred to the Abatement Fund and 1.0 FTE Code Enforcement Inspector will be transferred to the Community Development Fund. The list of budget amendments that follows describes the 2009 budget changes.

BUDGET AMENDMENT REQUESTS

	2009			
Fund \ Type \ Description	**FTE**	**Budget**	**Revenue**	**Net**
Abatement Fund				
New Appropriation				
Transfer 1.0 FTE Code Enforcement Inspector	1.00	59,432	0	59,432
Program affected: Abatement-Neighborhood Services This program is intended to work with property owners to meet the requirements related to the City's zoning and housing codes for property maintenance. In support of efforts to reduce costs in the General Fund for 2009, 1.0 FTE Code Enforcement Inspector will be transferred from the General Fund to the Abatement Fund, utilizing a fund balance in the Abatement Fund. In 2011, an analysis of the Abatement Fund's ability to continue to support the FTE will be completed.				
New Appropriation Total	**1.00**	**59,432**	**0**	**59,432**
Abatement Fund Total	**1.00**	**59,432**	**0**	**59,432**
Community Development Fund				
New Appropriation				
2009 Base Budget for CDBG- Neighborhood Support	0.00	368,026	0	368,026
Program affected: CDBG Neighborhood Support This program is intended to work with property owners to meet requirements related to the City's zoning and housing codes for property maintenance. This base budget will provide funding for salaries and operating expenses for six 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; 2,000 multi-family inspections; 400 abatements, and 150 summons. In addition, staff is expected to attend various neighborhood meetings and coordinate four multi-family training courses.				
2009 Base Budget for CDBG- Public Facilities	0.00	312,058	0	312,058
Program affected: CDBG Public Facilities This program is intended to enhance and maintain quality public infrastructure. This base budget will fund the paving of northwest Aurora alleys within the Neighborhood Revitalization Strategy Area and streetscape improvements along the Colfax Corridor. The Streetscape funds will be used for design, engineering and construction planning, and the purchase and installation of trees, fixtures, and other improvements. Other projects include the Economic Enrichment program, which will be administered by the Urban Renewal Division to encourage economic development.				

Neighborhood Services

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
Community Development Fund				
New Appropriation				
2009 Base Budget for CDBG- Public Service	0.00	382,351	0	382,351
Program affected: CDBG Public Service This program supports the effort to move families and individuals toward self-sufficiency. This base budget will fund salaries and operating expenses for the Home Ownership Assistance Program (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, neighborhood leadership and partnership.				
2009 Base Budget for CDBG- Rehabilitation Programs	0.00	927,780	0	927,780
Program affected: CDBG Rehabilitation This program is intended to address the issues associated with providing affordable and suitable living environments 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 to rehabilitate the exteriors of buildings along the Colfax Corridor. The Handicap Accessibility program assists with making a home accessible to handicapped individuals including ramps, doors, counters and fixtures.				
2009 Base Budget for Community Development Block Grant (CDBG)- Community Development Fund Administration	0.00	511,240	0	511,240
Program affected: CDBG Administration This program provides oversight and administration of Community Development Block Grant (CDBG) funds and programs. This base budget funds the required administration of Community Development and Original Aurora Renewal activities. In 2009, approximately $2.5 million of federal funds are expected in the award as well as carry-forward funds for multi-year projects.				
2009 Base Budget for HOME- Community Housing Development Organization	0.00	177,515	0	177,515
Program affected: HOME Community Housing 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 base budget will provide funding for Community Housing Development Organizations (CHDOs). U.S. Department of Housing and Urban Development (HUD) HOME funding requires a minimum set aside of 15.0 percent for use by CHDOs.				

Neighborhood Services

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
Community Development Fund				
New Appropriation				
2009 Base Budget for HOME- Housing Development	0.00	225,036	0	225,036
Program affected - Housing Development This program supports the goal of increasing access to affordable housing options for Aurora residents. Funds are intended to assist in the development of HOME eligible housing projects in partnership with qualified and approved non-profit and for-profit affordable housing developers.				
2009 Base Budget for Home Investment Partnership (HOME)- Administration	0.00	248,344	0	248,344
Program affected: HOME Administration This program is intended to support the U.S. Department of Housing and Urban Development (HUD) grant goal of moving families and individuals toward self-sufficiency. This base budget will provide funding to facilitate the direct delivery of Home Investment Partnership (HOME) projects, which includes salaries, operating expenses and administration of approximately a $1.2 million award of federal funds expected in 2009.				
2009 Base Budget for HOME- Ownership Assistance	0.00	361,885	0	361,885
Program affected: HOME Ownership This program supports the goal of moving families and individuals toward self-sufficiency. This base budget will provide funding for Home Ownership Assistance Loans and the American Dream Down Payment Initiative (ADDI). The program funds loans provided to individuals and families for down payment and closing cost assistance for first time home buyers within the City of Aurora. The maximum assistance available for each individual loan is $10,000. An additional incentive of $3,000 is offered for homebuyers of vacant foreclosed properties.				
2009 Base Budget for HOME- Public Service	0.00	86,931	0	86,931
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 base budget 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 and affordable rental units.				

Neighborhood Services

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
Community Development Fund				
New Appropriation				
2009 Base Budget for HOME- Rehabilitation Programs	0.00	650,000	0	650,000
Program affected: HOME Rehabilitation This program is intended to support the HUD goal of increasing access to safe, affordable housing while enhancing and maintaining quality infrastructure. This base budget will provide funds for the rehabilitation of single family homes for income-eligible homeowners. Repairs must bring the entire home up to code. Loans are deferred, low-interest loans which are due at transfer of title.				
Transfer 1.0 Code Enforcement Inspector from General Fund to Community Development Fund	1.00	54,749	0	54,749
Program affected: CDBG Neighborhood Support This transfer is in support of efforts to reduce costs in the General Fund for 2009. One Code Enforcement Inspector FTE will be transferred from the General Fund to the CDBG Fund for 2009.				
New Appropriation Total	**1.00**	**4,305,915**	**0**	**4,305,915**
Community Development Fund Total	**1.00**	**4,305,915**	**0**	**4,305,915**
Designated Revenues Fund				
New Appropriation				
Restricted Breed Administrative Expense and Revenue Reduction	0.00	13,673	-17,480	31,153
Program affected: Animal Care On Aug 22, 2008, the Code Enforcement Committee reviewed an analysis of the Restricted Breed Designated Revenue Fund Balance and recommended lowering the license fee for restricted breeds from $226 to $150, effective January 1, 2009. It was also recommended that a supervision fee of $13,673 (9%) be paid from the Designated Revenue Fund to the General Fund for monitoring the program.				
New Appropriation Total	**0.00**	**13,673**	**-17,480**	**31,153**
Budget Cut				
Remove Payment and Offsetting Transfer For NABA from the Designated Revenues Fund	0.00	-19,100	-19,100	0
Program affected: Redevelopment Agencies This is a technical adjustment to eliminate the payment and offsetting transfer revenue to the Northern Aurora Business Association (NABA) from the Designated Revenues Fund. This item was previously funded by a transfer from the Development Review Fund. It will now be paid directly from the General Fund.				
Budget Cut Total	**0.00**	**-19,100**	**-19,100**	**0**
Designated Revenues Fund Total	**0.00**	**-5,427**	**-36,580**	**31,153**

Neighborhood Services

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
General Fund				
New Appropriation				
Increase Pet License Revenue	0.00	0	61,750	-61,750
Program affected: Animal Care Increase pet license and intact license sales through media campaigns, web sales, and an elimination of complementary licenses with new pet adoptions. These measures will be taken in order to help offset expenditures in the General Fund.				
NABA Payment From the General Fund at 2008 Levels	0.00	20,000	0	20,000
Program affected: Redevelopment Agencies The Northern Aurora Business Association annual contribution was paid out of the Designated Revenues Fund funded by a transfer from the Development Review Fund. For 2009, NABA will be paid directly from the General Fund.				
New Appropriation Total	**0.00**	**20,000**	**61,750**	**-41,750**
Budget Cut				
Code Enforcement FTE Reduction and Transfers	-3.00	-172,043	0	-172,043
Program affected: Neighborhood Support Code Enforcement Eliminate 1.0 FTE vacant Code Enforcement Inspector position. This reduction will negatively impact relations between the City and its residents, as less staff will be available to enforce zoning and housing codes on a proactive and complaint basis. This will also negatively impact neighborhood safety and appearance. Transfer 1.0 FTE Code Enforcement Inspector to the Abatement Fund, utilizing a fund balance in the Abatement Fund. In 2011, an analysis of whether or not the Abatement Fund can continue to support the FTE will be completed. This transfer is in support of efforts to reduce costs in the General Fund for 2009. Transfer 1.0 FTE Code Enforcement Inspector to the Community Development Fund. This transfer is in support of efforts to reduce costs in the General Fund for 2009. An analysis will be required in the future to determine if the Code Enforcement Inspector can be transferred back to the General Fund.				
General Fund Reduction to Pay Restricted Breed Administrative Expense in Designated Revenues	0.00	-13,673	0	-13,673
Program affected: Animal Care This is a technical adjustment to reduce expenses in the General Fund for supervisory expenses that will now be paid for out of revenues in the Restricted Breed program.				
Neighborhood Liaison FTE Reduction	-1.00	-73,203	0	-73,203
Program affected: Neighborhood Liaison Eliminate one vacant Neighborhood Liaison position. This amendment may negatively impact relations between the City and its residents, as less staff will be available to respond to neighborhood needs and requests for service.				

Neighborhood Services

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
General Fund				
Budget Cut				
Budget Cut Total	**-4.00**	**-258,919**	**0**	**-258,919**
General Fund Total	**-4.00**	**-238,919**	**61,750**	**-300,669**
Amendment Request Total All Funds	**-2.00**	**4,121,001**	**25,170**	**4,095,831**

EXPENDITURE SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Abatement Fund	354,341	640,930	986,622	1,123,632
Community Development Fund	5,533,665	5,029,960	4,527,874	4,305,915
Designated Revenues Fund	135,206	123,679	144,484	127,615
General Fund	3,755,172	3,577,633	3,603,865	3,466,388
Gifts & Grants Fund	539,446	591,477	747,486	730,598
Expenditures Total	**$10,317,830**	**$9,963,679**	**$10,010,331**	**$9,754,148**

STAFFING SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Abatement Fund	1.00	1.00	3.00	4.00
Community Development Fund	30.30	27.20	25.20	26.20
General Fund	51.20	52.30	51.30	47.30
Staffing Total	**82.50**	**80.50**	**79.50**	**77.50**

PROGRAM SUMMARY

Abatement-Neighborhood Services

Brief Description

Abatement assures compliance with City codes.

Primary Program Measures (Selected Funds)

Volume (most recent data):

2,147 Completed abatements in 2007

(Est.) Cost/Unit:

$97.42 per completed abatement

2009 Net Cost:

$209,157

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	1.00	1.00	3.00	4.00
Expenditures Total	**$354,341**	**$640,930**	**$986,622**	**$1,123,632**
Abatement Fund	354,341	640,930	986,622	1,123,632

Neighborhood Services

PROGRAM SUMMARY

Abatement-Neighborhood Services

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 1,900 abatements in 2009 as the economy improves and the foreclosure rate slows. This program is fully funded by abatement fees.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue to maintain the appearance and safety in Aurora's neighborhoods.

Administration

Brief Description

Provides oversight, administration, and management of programs, budget, and personnel.

Primary Program Measures (Selected Funds)

Volume (most recent data):

9,754,148 Department 2009 Adopted Budget

(Est.) Cost/Unit:

$0.0277 per budgeted dollar

2009 Net Cost:

$269,827

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	2.40	2.00	2.00	2.00
Expenditures Total	**$241,025**	**$257,498**	**$431,449**	**$410,627**
General Fund	241,025	257,498	268,809	269,827
Gifts & Grants Fund	0	0	162,640	140,800

Program Description

Neighborhood Services Administration provides oversight of the department which deals with several funding sources including 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 Development, Community Relations, and revitalization services. Substantial resources are spent in trouble shooting, special projects, and managing difficult or sensitive issues. Anticipated gifts and grants are included in the 2008 projection and 2009 budget to be transferred to appropriate programs when awarded.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of neighborhood support and enforcement programs.

Animal Care

Brief Description

Animal code enforcement; provide shelter, treatment, placement, adoptions, and public education.

Primary Program Measures (Selected Funds)

Volume (most recent data):

120,209 Occupied Aurora housing units (Oct. 2008 estimate)

(Est.) Cost/Unit:

$9.7614 per Aurora housing unit

2009 Net Cost:

$1,173,414

Neighborhood Services

PROGRAM SUMMARY

Animal Care

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	23.00	23.00	23.00	23.00
Expenditures Total	**$1,499,931**	**$1,576,587**	**$1,645,094**	**$1,654,454**
Designated Revenues Fund	110,393	102,379	105,673	117,615
General Fund	1,389,538	1,474,208	1,539,421	1,536,839

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 14 Animal Care Officers (13.0 FTE and 1.0 contract employee). Animal Care generates revenue through licenses, permits, and fees which partially offset the cost of operations.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Educate public as to proper care of animals and enforce the animal ordinances of the City.

Animal Care Gifts

Brief Description

Gifts received from organizations, groups, and individuals to be used for the care of animals.

Primary Program Measures (Selected Funds)

Volume (most recent data):

N/A

(Est.) Cost/Unit:

N/A

2009 Net Cost:

$0

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$117,134**	**$123,903**	**$138,557**	**$121,351**
Gifts & Grants Fund	117,134	123,903	138,557	121,351

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: Care of animals and education of the public.

Neighborhood Services

PROGRAM SUMMARY

CDBG Administration

Brief Description
Provides oversight, administration, and management of CDBG, HOME, Brownfields, and ESG programs and projects.

Primary Program Measures (Selected Funds)
Volume (most recent data):
2,556,204 Total CDBG 2009 estimated funds

(Est.) Cost/Unit:
$0.2 per dollar of CDBG Funds

2009 Net Cost:
$511,240

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	8.30	7.20	6.30	6.46
Expenditures Total	**$501,855**	**$500,625**	**$512,219**	**$511,240**
Community Development Fund	501,855	500,625	512,219	511,240

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: Implement the plan for the redevelopment of Original Aurora and assist low and moderate income households with housing needs.

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 (Selected Funds)
Volume (most recent data):
23,497 Inspections in 2007 (portion representing CDBG Officers)

(Est.) Cost/Unit:
$17.99 per inspection

2009 Net Cost:
$422,775

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	8.00	7.00	6.00	7.00
Expenditures Total	**$472,627**	**$353,446**	**$329,863**	**$422,775**
Community Development Fund	472,627	353,446	329,863	422,775

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 the Neighborhood Revitalization Strategy Area (NRSA).

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of neighborhood support and enforcement programs.

Neighborhood Services

PROGRAM SUMMARY

CDBG Public Facilities

Brief Description
CDBG funds used for area benefits such as Northwest Alley Paving, and Colfax streetscape.

Primary Program Measures (Selected Funds)
Volume (most recent data):
55,606 Population in Original Aurora (2007 estimated)

(Est.) Cost/Unit:
$5.6119 per resident in Original Aurora

2009 Net Cost:
$312,058

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$387,468**	**$308,000**	**$450,685**	**$312,058**
Community Development Fund	387,468	308,000	450,685	312,058

Program Description
CDBG funds are used for area benefits such as the Northwest Alley Paving project, and the Colfax Avenue Streetscape.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Use CDBG funds to improve the quality of life for residents in Original Aurora and help revitalize the NW area of the City.

CDBG Public Service

Brief Description
Provide oversight for Home Ownership Assistance, Original Aurora Renewal, and Home of Our Own.

Primary Program Measures (Selected Funds)
Volume (most recent data):
309,416 Population in Aurora (2007 estimate)

(Est.) Cost/Unit:
$1.2357 per resident

2009 Net Cost:
$382,351

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	6.00	5.00	4.70	4.99
Expenditures Total	**$285,897**	**$459,960**	**$324,265**	**$382,351**
Community Development Fund	285,897	459,960	324,265	382,351

Program Description
Salaries and operating expenses for the Home Ownership Assistance Program and Original Aurora Community Outreach.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Increase neighborhood stability through homeownership and suitable housing and assist in the revitalization of Original Aurora.

Neighborhood Services

PROGRAM SUMMARY

CDBG Rehabilitation Programs

Brief Description
Provide oversight for all federally funded rehabilitation programs within Community Development.

Primary Program Measures (Selected Funds)
Volume (most recent data):
309,416 Population in Aurora (2007 estimate)

(Est.) Cost/Unit:
$2.9985 per resident

2009 Net Cost:
$927,780

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	5.00	5.00	5.40	5.35
Expenditures Total	**$1,725,699**	**$1,622,737**	**$1,126,234**	**$927,780**
Community Development Fund	1,725,699	1,622,737	1,126,234	927,780

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. This program is fully funded by CDBG grants.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Assist with the upkeep and renovation of commercial and residential properties.

Community Relations

Brief Description
Resource for human, community, social, cultural, and language services.

Primary Program Measures (Selected Funds)
Volume (most recent data):
309,416 Population in Aurora (2007 estimate)

(Est.) Cost/Unit:
$0.5003 per resident

2009 Net Cost:
$154,815

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	2.00	2.00	2.00	2.00
Expenditures Total	**$151,889**	**$157,593**	**$155,595**	**$154,815**
General Fund	151,889	157,593	155,595	154,815

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 Aurora Lingo newsletters. Ethnic celebrations and commemorations are organized for a Kaleidoscope event and the Martin Luther King, Jr. Commemorations as broadcast on Aurora 8.

Neighborhood Services

PROGRAM SUMMARY

Community Relations

Council Goals/Objectives:Activities Supported

Goal: Support effective efforts to integrate/orient an increasingly diverse community.

Activity: Continue to facilitate communication with various organizations that partner with Aurora.

Community Relations Gifts

Brief Description

Resource for human, community, social, cultural, and language services.

Primary Program Measures (Selected Funds)

Volume (most recent data):
N/A

(Est.) Cost/Unit:
N/A

2009 Net Cost:
$0

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$29,554**	**$4,848**	**$22,689**	**$21,600**
Gifts & Grants Fund	29,554	4,848	22,689	21,600

Program Description

Gifts are a resource to celebrate Aurora's rich diverse cultures, bridge language gaps, strive toward community involvement and proactive measures to prevent civil disorder.

Council Goals/Objectives:Activities Supported

Goal: Support effective efforts to integrate/orient an increasingly diverse community.

Activity: Continue to facilitate communication with various organizations that partner with Aurora.

Emergency Shelter Grants

Brief Description

Pass-through federal funds for grants to non-profit emergency shelter providers.

Primary Program Measures (Selected Funds)

Volume (most recent data):
483 Persons Served

(Est.) Cost/Unit:
N/A

2009 Net Cost:
$0

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$129,244**	**$121,428**	**$108,298**	**$108,298**
Gifts & Grants Fund	129,244	121,428	108,298	108,298

Program Description

Grants for non-profit emergency shelter providers (Comitis, Gateway, and Arapahoe House).

Neighborhood Services

PROGRAM SUMMARY

Emergency Shelter Grants

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Support emergency housing to help prevent homelessness during crisis situations.

HOAP Gifts

Brief Description

Funds received from organizations which are interested in placing people in safe and stable housing, as new homeowners.

Primary Program Measures (Selected Funds)

Volume (most recent data):
558 Persons assisted

(Est.) Cost/Unit:
N/A

2009 Net Cost:
$0

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$58,851**	**$34,636**	**$107,743**	**$93,549**
Designated Revenues Fund	4,813	1,300	18,811	10,000
Gifts & Grants Fund	54,038	33,336	88,932	83,549

Program Description

Funds are received from organizations interested in placing people in safe and stable housing as new homeowners. These funds are used for seminars, counseling, and education. HOAP program served 558 people in 2007.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Encourage responsible homeownership.

HOME - Housing Development

Brief Description

Provide affordable housing options within the Neighborhood Revitalization Strategy Area (NRSA).

Primary Program Measures (Selected Funds)

Volume (most recent data):
50 Acquisition and rehabilitation

(Est.) Cost/Unit:
$4,501 cost to complete the units

2009 Net Cost:
$225,036

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$0**	**$1,281,289**	**$167,780**	**$225,036**
Community Development Fund	0	1,281,289	167,780	225,036

Neighborhood Services

PROGRAM SUMMARY

HOME - Housing Development

Program Description

This program is intended to provide funding for HOME-eligible housing projects that address priorities outlined in the Consolidated Plan. Funding is available by application only to the Aurora Housing Authority, eligible non-profit and for-profit housing developers. Approximately 50 housing units will be purchased in 2008.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Help provide suitable and stable housing for residents of Aurora.

HOME Administration

Brief Description

Provide oversight for all HOME programs for eligible homeowners and renters.

Primary Program Measures (Selected Funds)

Volume (most recent data):

1,749,711 Total HOME budget

(Est.) Cost/Unit:

$0.1419 per dollar of HOME budget

2009 Net Cost:

$248,344

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	3.00	3.00	2.80	2.40
Expenditures Total	**$170,539**	**$134,469**	**$139,082**	**$248,344**
Community Development Fund	170,539	134,469	139,082	248,344

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: Help provide suitable and stable housing for residents of Aurora.

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 (Selected Funds)

Volume (most recent data):

90 Housing units in 2007

(Est.) Cost/Unit:

$1,972 per housing unit

2009 Net Cost:

$177,515

Neighborhood Services

PROGRAM SUMMARY

HOME Community Housing Development Organization

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$1,000,873**	**$450,000**	**$182,220**	**$177,515**
Community Development Fund	1,000,873	450,000	182,220	177,515

Program Description

HUD regulations require that 15.0 percent of total HOME grants be set aside to fund Community Housing Development Organizations (CHDOs), which will provide affordable housing to Aurora citizens. The CHDOs funded in Aurora are the Aurora Housing Corporation and Habitat for Humanity.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Help provide suitable and stable housing for residents of Aurora.

HOME Ownership

Brief Description

Funding for direct financial assistance to qualified first-time homebuyers.

Primary Program Measures (Selected Funds)

Volume (most recent data):

121 Homeownership loans in 2007

(Est.) Cost/Unit:

$2,991 per homeownership loan

2009 Net Cost:

$361,885

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$746,479**	**$34,816**	**$451,885**	**$361,885**
Community Development Fund	746,479	34,816	451,885	361,885

Program Description

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: Ensure a safe community for people.

Activity: Encourage responsible homeownership.

Neighborhood Services

PROGRAM SUMMARY

HOME Public Service

Brief Description
Provides counseling and financial assistance to homeless families currently living in motels.

Primary Program Measures (Selected Funds)
Volume (most recent data):
30 Families assisted in 2007

(Est.) Cost/Unit:
$2,898 per family assisted

2009 Net Cost:
$86,931

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$100,000**	**$50,000**	**$150,000**	**$86,931**
Community Development Fund	100,000	50,000	150,000	86,931

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: Help provide suitable and stable housing for residents of Aurora.

HOME Rehabilitation Programs

Brief Description
Providing loans and grants to income eligible homeowners to maintain the existing housing stock.

Primary Program Measures (Selected Funds)
Volume (most recent data):
22 Homes rehabilitated in 2007

(Est.) Cost/Unit:
$29,545 per homes rehabilitated

2009 Net Cost:
$650,000

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$142,228**	**($165,382)**	**$693,641**	**$650,000**
Community Development Fund	142,228	-165,382	693,641	650,000

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. In 2007, budget appropriations were transferred to HOME Housing Development, a new program to help meet community housing needs. This transfer reflected a negative expenditure due to the full appropriation recognition of the HOME grant.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Encourage the renovation of owner-occupied housing.

Neighborhood Services

PROGRAM SUMMARY

Human Relations and Veterans Affairs Commissions

Brief Description
City Council appointed commissions.

Primary Program Measures (Selected Funds)
Volume (most recent data):
N/A

(Est.) Cost/Unit:
N/A

2009 Net Cost:
$9,934

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$8,248**	**$10,294**	**$10,218**	**$9,934**
General Fund	8,248	10,294	10,218	9,934

Program Description
Community Relations provides staff support to these commissions. The 2009 adopted budget is $9,532 for the Human Relations Commission and $402 for the Veterans Affairs Commission.

Council Goals/Objectives:Activities Supported

Goal: Support effective efforts to integrate/orient an increasingly diverse community.

Activity: Human Relations Commission promotes understanding and respect among groups; disseminates information to eliminate prejudice; and promotes human relations. Veteran Affairs Commission advises Aurora City Council on the issues of interest to veterans.

MLK Jr. Scholarship

Brief Description
This program awards MLK Jr. Scholarships.

Primary Program Measures (Selected Funds)
Volume (most recent data):
N/A

(Est.) Cost/Unit:
N/A

2009 Net Cost:
$0

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$0**	**$0**	**$8,500**	**$0**
Gifts & Grants Fund	0	0	8,500	0

Program Description
This program reviews applications and distributes scholarships from donations to Aurora high school seniors for advanced education.

Council Goals/Objectives:Activities Supported

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

Activity: Distribute scholarships to Aurora high school seniors for advanced education.

Neighborhood Services

PROGRAM SUMMARY

Neighborhood Liaison

Brief Description
Serves as the City's service link to 350 neighborhood organizations.

Primary Program Measures (Selected Funds)
Volume (most recent data):
309,416 Population in Aurora (2007 estimate)

(Est.) Cost/Unit:
$0.5218 per Aurora resident

2009 Net Cost:
$161,459

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	3.00	3.00	3.00	2.00
Expenditures Total	**$221,126**	**$231,058**	**$182,965**	**$161,459**
General Fund	221,126	231,058	182,965	161,459

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, 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: Provides a link between City services, programs, and neighborhood organizations in the City.

Neighborhood Support Code Enforcement

Brief Description
Neighborhood Support assures a well-maintained city and housing stock.

Primary Program Measures (Selected Funds)
Volume (most recent data):
65,996 Inspections for 2007 (portion representing General Fund Officers)

(Est.) Cost/Unit:
$15.07 per inspection

2009 Net Cost:
$994,651

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	20.30	21.30	20.30	17.30
Expenditures Total	**$1,250,398**	**$1,386,612**	**$1,383,556**	**$1,252,357**
General Fund	1,250,398	1,386,612	1,383,556	1,252,357

Program Description
Neighborhood Support Code Enforcement promotes and encourages a positive physical image of Aurora's neighborhoods through education, mediation, proactive, and 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.

Neighborhood Services

PROGRAM SUMMARY

Neighborhood Support Code Enforcement

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Helps assure well-maintained neighborhoods, commercial areas, and safe housing.

Original Aurora Renewal

Brief Description

Assists with the physical, social, and economic revitalization of Original Aurora.

Primary Program Measures (Selected Funds)

Volume (most recent data):

461,496 Federal Grant dollars administered (CDBG and Weed & Seed)

(Est.) Cost/Unit:

$0.1325 per grant dollar administered

2009 Net Cost:

$61,157

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.50	1.00	1.00	1.00
Expenditures Total	**$32,437**	**$60,370**	**$63,301**	**$61,157**
General Fund	32,437	60,370	63,301	61,157

Program Description

Original Aurora Renewal provides a wide array of social outreach services, community-based programs, and neighborhood improvement activities.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Promotes partnerships and community involvement in the redevelopment of Original Aurora.

Original Aurora Renewal Gifts

Brief Description

Original Aurora Renewal is actively engaged in fundraising efforts for activities and community-building programs.

Primary Program Measures (Selected Funds)

Volume (most recent data):

55,606 Population in Original Aurora (2007 estimate)

(Est.) Cost/Unit:

N/A

2009 Net Cost:

$0

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$36,600**	**$102,046**	**$17,870**	**$105,000**
Gifts & Grants Fund	36,600	102,046	17,870	105,000

Neighborhood Services

PROGRAM SUMMARY

Original Aurora Renewal Gifts

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 and includes the Economic Development Agency grant for job linkages between Fitzsimons and Original Aurora.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Promotes partnerships and community involvement in the redevelopment of Original Aurora.

Redevelopment Agencies (NABA)

Brief Description

Financial assistance to the Northern Aurora Business Association (NABA) - a non-profit membership organization addressing business and area needs of Aurora's northern business communities.

Primary Program Measures (Selected Funds)

Volume (most recent data):
N/A

(Est.) Cost/Unit:
N/A

2009 Net Cost:
$20,000

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$20,000**	**$20,000**	**$20,000**	**$20,000**
Designated Revenues Fund	20,000	20,000	20,000	0
General Fund	0	0	0	20,000

Program Description

Financial assistance to the Northern Aurora Business Association (NABA) which is the collective voice of a diverse community dedicated to addressing business and area needs. This entity is a non-profit membership organization addressing business/area needs of Aurora's northern communities.

Council Goals/Objectives:Activities Supported

Goal: Economic vitality: Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Encourage a vital and attractive business community in NW Aurora.

Weed and Seed Grants

Brief Description

Department of Justice Community Capacity Development Grant.

Primary Program Measures (Selected Funds)

Volume (most recent data):
166 Block area along the Colfax Corridor

(Est.) Cost/Unit:
N/A

2009 Net Cost:
$0

Neighborhood Services

PROGRAM SUMMARY

Weed and Seed Grants

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$172,626**	**$205,916**	**$200,000**	**$150,000**
Gifts & Grants Fund	172,626	205,916	200,000	150,000

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: Supports crime prevention and enforcement programs; constructive activities for youth; and neighborhood restoration projects.

Non-Departmental

15151 E. Alameda Parkway • Aurora, CO 80012 • (303) 739-7072
Jason Batchelor, Budget Officer • JBATCHEL@auroragov.org

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 and Financial Planning.

BUDGET SUMMARY

Description of Expenditures	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Personal Services	5,833,827	4,127,385	2,729,915	4,659,135
Supplies and Services	4,260,974	4,983,087	3,943,641	5,608,649
Interfund Charges	145,569	215,150	163,082	735,328
Debt Related	8,067,242	8,197,895	8,201,090	8,304,498
Capital Related	56,752	44,891	50,000	140,000
Transfers Out	40,969,798	34,216,597	28,900,355	35,754,218
Expenditures Total	**$59,334,162**	**$51,785,005**	**$43,988,083**	**$55,201,828**

MAJOR VARIANCE EXPLANATION

Non-Departmental expenditures vary considerably from year-to-year due to the one-time nature of many of the expenditures. Expenditures in 2007 decreased $7.5 million (12.7 percent), primarily due to the elimination of the one-time transfers in 2006. Transfers decreased $6.8 million (16.5 percent), with the majority of that being a $5.5 million decrease in the Capital Projects Fund transfer. Personal services expenses decreased $1.7 million (29.3 percent), with $2.2 million of savings in the contribution to old hire pension being partially offset by increased overtime related to snow removal. Supplies and services costs increased $0.7 million, also related to snow removal.

The 2008 projection is $7.8 million (15.1 percent) lower than 2007. Transfers account for most of this decrease, down $5.3 million (15.5 percent). The Capital Projects Fund transfer specifically decreased $3.7 million from 2007. The Capital Projects Fund transfer is projected to be $9.2 million (40.7 percent) lower than the 2006 transfer. Most of the other expenditures also showed decreases, related specifically to snow removal costs decreasing. Specifically, personal services decreased $1.4 million (33.9 percent), supplies and services decreased $1.0 million (20.9 percent), and interfund charges decreased $52,100 (24.2 percent) due to snow removal costs not recurring.

The 2009 adopted budget is $11.2 million (25.5 percent) higher than 2008. Transfers account for $6.9 million of the increase, primarily due to an additional transfer to the Capital Projects Fund ($1.8 million) and one-time transfers from the Risk Management Fund ($3.5 million). Personal services costs are increasing $1.9 million (70.7 percent) due to a 2.0 percent pay increase, offset by pension savings as noted in the budget amendment requests. Supplies and services are projected to increase $1.7 million (42.2 percent) primarily due to increased incentive payments in the Designated Revenue Fund, partially offset by snow costs in the General Fund not recurring. Capital-related expenditures are projected to increase $90,000 due to housing election costs in a budget only account. Debt-related costs are not expected to change significantly.

Non-Departmental

MAJOR VARIANCE EXPLANATION

Included in the 2009 budget is $5.1 million in additional amendment requests, primarily associated with transferring funds from the Risk Management Fund, Emergency 911 Fund, Surplus & Deficiency Fund, and General Fund, offset by the pension savings mentioned above. Additional information on the budget amendments is located on the following pages.

BUDGET AMENDMENT REQUESTS

	2009			
Fund \ Type \ Description	**FTE**	**Budget**	**Revenue**	**Net**
Building Repair Fund				
New Appropriation				
Transfer of Funds Available From Building Repair Fund	0.00	18,209	0	18,209
Program affected: Operating Transfers and Other Payments In order to assist in balancing the General Fund, Council has authorized the transfer of funds from the Building Repair Fund. Funds available in this fund is not projected to decrease in 2009.				
New Appropriation Total	**0.00**	**18,209**	**0**	**18,209**
Building Repair Fund Total	**0.00**	**18,209**	**0**	**18,209**
Cultural Services Fund				
New Appropriation				
Charge Portion of Grants Position Against Market-Based Revenue Opportunities (MBRO)	0.00	15,000	0	15,000
Program affected: Market-Based Revenue Opportunities This is the offset for a General Fund reduction that charges a portion of the Grants Officer position against Market Based Revenue Opportunities (MBRO) revenues shown in the Finance Department.				
New Appropriation Total	**0.00**	**15,000**	**0**	**15,000**
Cultural Services Fund Total	**0.00**	**15,000**	**0**	**15,000**
Debt Service (GO) Fund				
New Appropriation				
One-time Transfer of City Debt Service Fund Balance to the Capital Projects Fund	0.00	124,000	0	124,000
Program affected: Sports Park Debt Service In order to assist in balancing the Capital Projects Fund, funds available from the Debt Service Fund related to Sports Park will be transferred from the Debt Service Fund to the Capital Projects Fund. Sports Park debt differs from the other debt in the fund in that it is not funded by a dedicated mill levy, so the funds available may be used for purposes other than debt reduction.				
New Appropriation Total	**0.00**	**124,000**	**0**	**124,000**
Debt Service (GO) Fund Total	**0.00**	**124,000**	**0**	**124,000**

Non-Departmental

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
Designated Revenues Fund				
Budget Cut				
Decrease Visitor's Promotion Advisory Board Transfer	0.00	0	-85,425	85,425
Program affected: Operating Transfers and Other Payments The Visitor's Promotion Advisory Board (VPAB) transfer has been set at 5 percent less than the 2008 budget, consistent with other General Fund operating reductions. Instead of the normal 10 percent transfer, this would equate to a 7 percent transfer. This type of budget adjustment is allowed under VPAB policy, which states that the transfer may be adjusted as economic situations warrant.				
Budget Cut Total	**0.00**	**0**	**-85,425**	**85,425**
Designated Revenues Fund Total	**0.00**	**0**	**-85,425**	**85,425**
Development Review Fund				
Budget Cut				
Movement of AECD/ACED/NABA Transfer from Development Review Fund to General Fund	0.00	-397,229	0	-397,229
Program affected: Operating Transfers and Other Payments In order to assist in balancing the Development Review Fund, the AEDC/ACED/NABA transfer will be funded from the General Fund, the original location of the transfer.				
Budget Cut Total	**0.00**	**-397,229**	**0**	**-397,229**
Development Review Fund Total	**0.00**	**-397,229**	**0**	**-397,229**
Enhanced E-911 Fund				
New Appropriation				
Transfer of E-911 Funds Available For Public Safety Communications	0.00	766,400	0	766,400
Program affected: Compensation Reserve In order to assist in balancing the General Fund, Council has authorized the one-time transfer of funds from the Emergency 911 Fund in order to pay for a portion of the Public Safety Communications Function.				
New Appropriation Total	**0.00**	**766,400**	**0**	**766,400**
Enhanced E-911 Fund Total	**0.00**	**766,400**	**0**	**766,400**
Fleet Management Fund				
New Appropriation				
Transfer of Fund Balance From Fleet Management Fund to the General Fund	0.00	32,000	0	32,000
Program affected: Compensation Reserve In order to assist in balancing the General Fund, Council has authorized the transfer of funds from the Fleet Management Fund. Funds available in this fund is not projected to decrease in 2009.				
New Appropriation Total	**0.00**	**32,000**	**0**	**32,000**
Fleet Management Fund Total	**0.00**	**32,000**	**0**	**32,000**

Non-Departmental

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
General Fund				
New Appropriation				
Additional Debt Service Transfer	0.00	480,000	0	480,000
Program affected: Debt Service This amendment is for the increased Aurora Municipal Center additional debt service and issuance costs associated with the refinance of the 2006 A-2 Certificate of Participation.				
Additional Snow Removal Costs	0.00	550,000	0	550,000
Program affected: Snow Removal The increased cost of deicing products, as well as an increasing number of snow routes, has necessitated additional snow removal budget to maintain the same level of snow removal services in a normal snow year.				
Fleet Management Fund Transfer to the General Fund	0.00	0	129,536	-129,536
Program affected: Operating Transfers and Other Payments This is a transfer to the General Fund to account for savings resulting from $97,536 in reductions in the Fleet Fund and an additional $32,000 of fund balance.				
One-time Transfer from the Risk Management Fund to the General Fund	0.00	0	500,000	-500,000
Program affected: Operating Transfers and Other Payments In order to assist in balancing the General Fund, $1.0 million in funds available will be transferred from the Risk Management Fund to the General Fund. In total, $3.5 million of funds available in the Risk Management Fund is being transferred to other funds.				
Refund of Costs for ACED, ACED, and NABA to the Development Review Fund	0.00	606,000	0	606,000
Program affected: Operating Transfers and Other Payments Starting in 2005, the Development Review Fund began funding development-related costs associated with Adams County Economic Development (ACED), Aurora Economic Development Council (AEDC), and the North Aurora Business Association (NABA). When the costs were first moved from the General Fund, the intent was for them to be temporary. Now that development activity has declined, these costs significantly eroded the fund much more quickly than normal. This amendment will restore a portion of the cost of these economic development activities.				
Transfer of E-911 Funds Available For Public Safety Communications	0.00	0	766,400	-766,400
Program affected: Compensation Reserve In order to assist in balancing the General Fund, Council has authorized the one-time transfer of funds from the Emergency 911 Fund in order to pay for a portion of the Public Safety Communications Function.				

Non-Departmental

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
General Fund				
New Appropriation				
Transfer of Excess Policy Reserve	0.00	0	150,000	-150,000
Program affected: Operating Transfers and Other Payments As part of the Council adjustments phase, $150,000 of excess funds in the Policy Reserve Fund will be transferred to the General Fund to help balance the fund.				
Transfer of Fund Balance From Recreation Fund	0.00	0	15,015	-15,015
Program affected: Compensation Reserve In order to assist in balancing the General Fund, Council has authorized the transfer of funds from the Recreation Fund. Funds available in this fund is not projected to decrease in 2009.				
Transfer of Funds Available From Building Repair Fund	0.00	0	18,209	-18,209
Program affected: Operating Transfers and Other Payments In order to assist in balancing the General Fund, Council has authorized the transfer of funds from the Building Repair Fund. Funds available in this fund is not projected to decrease in 2009.				
New Appropriation Total	**0.00**	**1,636,000**	**1,579,160**	**56,840**
Budget Cut				
2009 Pension Savings	0.00	-840,000	0	-840,000
Program affected: Compensation Reserve This reduction is a decreased need for pension savings in 2009 and 2010. It is based on a recent actuarial study and is good for two years. It may reverse in 2011, depending on market conditions.				
Decrease Visitor's Promotion Advisory Board Transfer	0.00	-85,425	0	-85,425
Program affected: Operating Transfers and Other Payments The Visitor's Promotion Advisory Board (VPAB) transfer has been set at 5 percent less than the 2008 budget, consistent with other General Fund operating reductions. Instead of the normal 10 percent transfer, this would equate to a 7 percent transfer. This type of budget adjustment is allowed under VPAB policy, which states that the transfer may be adjusted as economic situations warrant.				
Eliminate Budget for Performance Awards	0.00	-100,000	0	-100,000
Program affected: Compensation Reserve Eliminate the performance awards budget for 2009 and beyond. This cut will reduce the City's opportunities to recognize outstanding employee achievement and performance.				
Budget Cut Total	**0.00**	**-1,025,425**	**0**	**-1,025,425**
General Fund Total	**0.00**	**610,575**	**1,579,160**	**-968,585**

Non-Departmental

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
Policy Reserve Fund				
New Appropriation				
Transfer of Excess Policy Reserve	0.00	150,000	0	150,000
Program affected: Operating Transfers and Other Payments As part of the Council adjustments phase, $150,000 of excess funds in the Policy Reserve Fund will be transferred to the General Fund to help balance the fund.				
New Appropriation Total	**0.00**	**150,000**	**0**	**150,000**
Policy Reserve Fund Total	**0.00**	**150,000**	**0**	**150,000**
Recreation Fund				
New Appropriation				
Transfer of Fund Balance From Recreation Fund	0.00	15,015	0	15,015
Program affected: Compensation Reserve In order to assist in balancing the General Fund, Council has authorized the transfer of funds from the Recreation Fund. Funds available in this fund is not projected to decrease in 2009.				
New Appropriation Total	**0.00**	**15,015**	**0**	**15,015**
Recreation Fund Total	**0.00**	**15,015**	**0**	**15,015**
Risk Management Fund				
New Appropriation				
One-time Transfer from the Risk Management Fund for the Green Fund	0.00	1,000,000	0	1,000,000
Program affected: Operating Transfers and Other Payments This transfer sets aside and designates $1 million for a revolving "Green" Fund to be utilized at the discretion of City Council for projects that demonstrably pay for themselves in energy savings in a time frame normally no longer than six years. The Green Fund will be replenished by a reduction in the budget for energy savings and an equivalent budget transfer to replenish the Green Fund over the time period of the repayment process (up to six years). Each project is proposed to be reviewed by the Management and Finance Committee (M&F) as part of the Council approval process. The first project to be considered is expected to be the conversion of the City traffic signal lights to light-emitting diode (LED) lights. However, no project will take place prior to Council review in April 2008. In total, $3.5 million in Risk Management Fund funds available is being transferred to other funds.				

Non-Departmental

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
Risk Management Fund				
New Appropriation				
One-time Transfer from the Risk Management Fund to Balance the Capital Projects Fund	0.00	1,500,000	0	1,500,000
Program affected: Operating Transfers and Other Payments In order to assist in balancing the Capital Projects Fund, $1.5 million in funds available will be transferred from the Risk Management Fund to the Capital Projects Fund. In total, $3.5 million in Risk Fund funds available is being transferred to other funds.				
One-time Transfer from the Risk Management Fund to the General Fund	0.00	1,000,000	0	1,000,000
Program affected: Operating Transfers and Other Payments In order to assist in balancing the General Fund, $1.0 million in funds available will be transferred from the Risk Management Fund to the General Fund. In total, $3.5 million of funds available in the Risk Management Fund is being transferred to other funds.				
New Appropriation Total	**0.00**	**3,500,000**	**0**	**3,500,000**
Risk Management Fund Total	**0.00**	**3,500,000**	**0**	**3,500,000**
Surplus & Deficiency Fund				
New Appropriation				
Charge the Surplus and Deficiency Fund for Neighborhood Liaison Work with Fence Programs	0.00	25,000	0	25,000
Program affected: Surplus and Deficiency Fund Admin In order to assist the General Fund, the Surplus and Deficiency Fund will be charged for Neighborhood Liaison work associated with approved fence programs.				
One-time Transfer of Surplus and Deficiency Fund Balance to the Capital Projects Fund	0.00	200,000	0	200,000
Program affected: Operating Transfers and Other Payments In order to assist in balancing the Capital Projects Fund, $200,000 of funds available will be transferred from the Surplus and Deficiency Fund to the Capital Projects Fund.				
New Appropriation Total	**0.00**	**225,000**	**0**	**225,000**
Surplus & Deficiency Fund Total	**0.00**	**225,000**	**0**	**225,000**
Amendment Request Total All Funds	**0.00**	**5,058,970**	**1,493,735**	**3,565,235**

EXPENDITURE SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Abatement Fund	0	0	0	6,394
Arapahoe County Open Space Fund	0	0	0	19,610
Building Repair Fund	0	0	0	18,209
Community Maintenance Fund	0	257,470	0	0

Non-Departmental

EXPENDITURE SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Conservation Trust Fund	0	0	0	7,808
Cultural Services Fund	0	0	40,000	55,846
Debt Service (GO) Fund	8,091,461	8,019,230	8,041,275	8,182,432
Debt Service (SID) Fund	264,147	495,824	336,940	418,421
Designated Revenues Fund	4,290,061	3,441,757	3,785,989	5,414,785
Development Review Fund	0	1,875,230	1,697,417	1,440,647
Emergency Contingency Fund	338,850	36,000	38,378	0
Enhanced E-911 Fund	0	0	0	773,385
Fleet Management Fund	0	0	0	572,563
General Fund	44,871,710	37,437,788	29,651,963	33,611,703
Gifts & Grants Fund	214,144	118,827	0	557
Golf Courses Fund	0	0	0	58,917
Policy Reserve Fund	162,588	76,907	396,121	251,770
Print Shop Fund	0	0	0	3,227
Recreation Fund	0	0	0	86,119
Risk Management Fund	0	0	0	3,510,775
Surplus & Deficiency Fund	0	25,972	0	225,000
TABOR Reserve Fund	1,101,201	0	0	0
Wastewater Fund	0	0	0	207,290
Water Fund	0	0	0	336,370
Expenditures Total	**$59,334,162**	**$51,785,005**	**$43,988,083**	**$55,201,828**

PROGRAM SUMMARY

Building Leases

Brief Description

Leases for City Buildings.

Primary Program Measures (Selected Funds)

Volume (most recent data):

576,150 Total leased square footage

(Est.) Cost/Unit:

$11.58 per leased square foot

2009 Net Cost:

$6,673,000

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$6,190,715**	**$6,082,591**	**$6,534,000**	**$6,673,000**
Designated Revenues Fund	1,005,000	565,000	560,000	560,000
General Fund	5,185,715	5,517,591	5,974,000	6,113,000

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.

Non-Departmental

PROGRAM SUMMARY

Building Leases

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 - Includes funding for career service pay increases (EPMP) and old hire pension funding.

Primary Program Measures (Selected Funds)

Volume (most recent data):
2,806 Total FTE

(Est.) Cost/Unit:
$2,012 per FTE

2009 Net Cost:
$5,645,385

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$4,630,172**	**$2,489,568**	**$1,915,194**	**$5,645,385**
Abatement Fund	0	0	0	6,394
Arapahoe County Open Space Fund	0	0	0	19,610
Conservation Trust Fund	0	0	0	7,808
Cultural Services Fund	0	0	0	19,596
Designated Revenues Fund	0	0	0	31,648
Development Review Fund	0	0	0	140,459
Enhanced E-911 Fund	0	0	0	773,385
Fleet Management Fund	0	0	0	572,563
General Fund	4,630,172	2,489,568	1,915,194	3,370,667
Gifts & Grants Fund	0	0	0	557
Golf Courses Fund	0	0	0	58,917
Print Shop Fund	0	0	0	3,227
Recreation Fund	0	0	0	86,119
Risk Management Fund	0	0	0	10,775
Wastewater Fund	0	0	0	207,290
Water Fund	0	0	0	336,370

Program Description

This function provides partial funding for employee compensation. The bulk of this item is old hire pension contributions. Prior year's costs are zero in most cases because the pay increases are budgeted in non-departmental, then distributed to each department during the year. For 2009, a $500,000 fuel contingency is also held in this program, so it can be distibuted to departments if necessary. In addition, several small one-time transfers were entered in this program for those funds that do not specifically need an ongoing transfer program.

Council Goals/Objectives:Activities Supported

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Provide high quality work through fair and courteous treatment of employees.

Non-Departmental

PROGRAM SUMMARY

Developer Incentives

Brief Description
Incentives and revenue cost-sharing agreements.

Primary Program Measures (Selected Funds)
Volume (most recent data):
13,302,546 Total sales tax received from retail centers with incentives

(Est.) Cost/Unit:
$0.3063 per sales tax dollar from retail centers with incentives

2009 Net Cost:
$4,074,954

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$3,285,061**	**$2,359,356**	**$2,618,945**	**$4,074,954**
Designated Revenues Fund	3,285,061	2,359,356	2,618,945	4,074,954

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: Complete development projects throughout the City using urban renewal, CDBG programs, redevelopment programs, retail sales tax incentives, BIDs, and other tools.

Emergency Contingency

Brief Description
Unforeseen expenditures.

Primary Program Measures (Selected Funds)
Volume (most recent data):
N/A

(Est.) Cost/Unit:
N/A

2009 Net Cost:
$0

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$338,850**	**$36,000**	**$38,378**	**$0**
Emergency Contingency Fund	338,850	36,000	38,378	0

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. In 2006, City Council approved the use of money from the Emergency Contingency Fund to support Aid to Agencies. For 2007 and 2008, Council made the decision to send the interest from this fund to the General Fund.

Non-Departmental

PROGRAM SUMMARY

Emergency Contingency

Council Goals/Objectives:Activities Supported

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Achieve a balanced or better bottom line for the current budget.

EOEP Plan Contributions

Brief Description

Employer contribution to the Elected Officials' and Executive Personnel Defined Benefit Plan.

Primary Program Measures (Selected Funds)

Volume (most recent data):
22 Employees covered by EOEP

(Est.) Cost/Unit:
$16,000 per employee covered by EOEP

2009 Net Cost:
$351,991

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$375,669**	**$375,669**	**$351,991**	**$351,991**
General Fund	375,669	375,669	351,991	351,991

Program Description

The Elected Officials' and Executive Personnel Defined Benefit Plan (EOEP) 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: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Provide high quality work through fair and courteous treatment of employees.

General Obligation Debt Service

Brief Description

Principal and interest on general obligation bonds.

Primary Program Measures (Selected Funds)

Volume (most recent data):
309,416 Residents

(Est.) Cost/Unit:
$20.35 per resident

2009 Net Cost:
$6,297,783

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$6,237,656**	**$6,261,581**	**$6,280,501**	**$6,297,783**
Debt Service (GO) Fund	6,237,656	6,261,581	6,280,501	6,297,783

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. Currently, the Public Safety, Alameda/I-225 Interchange, and 2000 Bonds debt service payments are housed in this program.

Council Goals/Objectives:Activities Supported

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Achieve a balanced or better bottom line for the current budget.

Operating Transfers & Other Payments

Brief Description

Transfers of monies to other funds.

Primary Program Measures (Selected Funds)

Volume (most recent data):

N/A

(Est.) Cost/Unit:

N/A

2009 Net Cost:

$27,322,674

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$33,000,748**	**$27,451,041**	**$21,556,650**	**$27,322,674**
Building Repair Fund	0	0	0	18,209
Community Maintenance Fund	0	257,470	0	0
Cultural Services Fund	0	0	40,000	36,250
Debt Service (SID) Fund	83,863	221,559	71,638	61,437
Designated Revenues Fund	0	517,401	605,784	748,183
Development Review Fund	0	1,875,230	1,697,417	1,300,188
General Fund	31,653,096	24,502,474	18,745,690	21,406,637
Policy Reserve Fund	162,588	76,907	396,121	251,770
Risk Management Fund	0	0	0	3,500,000
TABOR Reserve Fund	1,101,201	0	0	0

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 development.

Council Goals/Objectives:Activities Supported

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Achieve a balanced or better bottom line for the current budget.

Non-Departmental

PROGRAM SUMMARY

SID 1-03 Debt Service

Brief Description
Smith Road Special Improvement District.

Primary Program Measures (Selected Funds)
Volume (most recent data):
N/A

(Est.) Cost/Unit:
N/A

2009 Net Cost:
$40,513

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$47,187**	**$47,978**	**$36,026**	**$40,513**
Debt Service (SID) Fund	47,187	47,978	36,026	40,513

Program Description
This program accounts for expenditures related to Smith Road Special Improvement District.
Council Goals/Objectives:Activities Supported

Goal: N/A
Activity: N/A

SID 2005 Debt Service

Brief Description
Dam West Fence Special Improvement District.

Primary Program Measures (Selected Funds)
Volume (most recent data):
N/A

(Est.) Cost/Unit:
N/A

2009 Net Cost:
$154,920

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$133,097**	**$226,287**	**$134,121**	**$154,920**
Debt Service (SID) Fund	133,097	226,287	134,121	154,920

Program Description
This program accounts for expenditures related to Dam West Fence Special Improvement District.
Council Goals/Objectives:Activities Supported

Goal: N/A
Activity: N/A

Non-Departmental

PROGRAM SUMMARY

SID 2006 Debt Service

Brief Description
Ptarmigan Fence SID.

Primary Program Measures (Selected Funds)
Volume (most recent data):
N/A

(Est.) Cost/Unit:
N/A

2009 Net Cost:
$161,551

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$0**	**$0**	**$95,155**	**$161,551**
Debt Service (SID) Fund	0	0	95,155	161,551

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 (Selected Funds)
Volume (most recent data):
1,352 Roadway miles

(Est.) Cost/Unit:
$1,740 per mile

2009 Net Cost:
$2,352,602

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$3,010,241**	**$4,535,203**	**$2,648,282**	**$2,352,602**
General Fund	3,010,241	4,535,203	2,648,282	2,352,602

Program Description
This program routinely provides overtime, equipment, and supplies related to snow removal efforts on designated routes and when necessary, 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.

Non-Departmental

PROGRAM SUMMARY

Sports Park Debt Service

Brief Description
Debt for Aurora Sports Park complex.

Primary Program Measures (Selected Funds)
Volume (most recent data):
309,416 Residents

(Est.) Cost/Unit:
$6.091 per resident

2009 Net Cost:
$1,884,649

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$1,853,805**	**$1,757,649**	**$1,760,774**	**$1,884,649**
Debt Service (GO) Fund	1,853,805	1,757,649	1,760,774	1,884,649

Program Description
This program accounts for the payment of principal and interest on the Aurora Sports Park complex.
Council Goals/Objectives:Activities Supported

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.
Activity: Achieve a balanced or better bottom line for the current budget.

Surplus & Deficiency Fund Admin

Brief Description
Admin for Surplus & Deficiency Fund.

Primary Program Measures (Selected Funds)
Volume (most recent data):
N/A

(Est.) Cost/Unit:
N/A

2009 Net Cost:
$225,000

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$0**	**$25,972**	**$0**	**$225,000**
Surplus & Deficiency Fund	0	25,972	0	225,000

Program Description
This program housed expenditures in the Surplus & Deficiency Fund not tied to specific debt service projects. For 2009, new appropriation associated with charging fence programs for neighborhood liaison work and transferring funds available to the Capital Projects Fund will be housed here.
Council Goals/Objectives:Activities Supported

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.
Activity: Continue efforts to seek out alternative funding and to manage budget to maximize resources.
Activity: Achieve a balanced or better bottom line for the current budget.

Non-Departmental

PROGRAM SUMMARY

Wellness Program

Brief Description

Program to promote employee health and physical fitness.

Primary Program Measures (Selected Funds)

Volume (most recent data):
22,280 Annual uses of wellness activities

(Est.) Cost/Unit:
$0.7543 per wellness activity

2009 Net Cost:
$16,806

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$16,817**	**$16,806**	**$18,066**	**$16,806**
Designated Revenues Fund	0	0	1,260	0
General Fund	16,817	16,806	16,806	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 and wellness seminars, incentive programs, special events, wellness fairs and screenings, monthly updated calendars, and discounts on leisure activities.

Council Goals/Objectives:Activities Supported

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Provide high quality work through fair and courteous treatment of employees.

Parks & Open Space

15151 E. Alameda Parkway • Aurora, CO 80012 • (303) 739-7160
Tom Barrett, Parks & Open Space Director • tbarrett@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 and facilities provided by the department include: general parks, special use parks, and park facility management; 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 hortscape programs; and parks facility planning, design, construction, and development plans review.

BUDGET SUMMARY

Description of Expenditures	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	187.50	202.75	202.75	199.75
Personal Services	12,863,971	13,809,214	14,901,684	15,307,463
Supplies and Services	7,924,193	8,432,683	8,305,319	8,881,191
Interfund Charges	1,260,205	1,473,522	1,585,696	1,597,356
Debt Related	1,461,681	1,500,473	1,266,900	1,175,710
Capital Related	246,546	1,021,830	132,448	310,563
Transfers Out	1,259,665	1,177,674	1,233,613	1,234,663
Expenditures Total	**$25,016,261**	**$27,415,396**	**$27,425,660**	**$28,506,946**

MAJOR VARIANCE EXPLANATION

In 2007, Parks and Open Space expenditures increased $2.4 million (9.6 percent) from 2006. Personal services increased $945,200 (7.4 percent) due to an additional 15.3 FTE, which includes 2.0 FTE performing maintenance of Aurora Water's irrigated turf at storm drainage channels. The additional FTE were added as part of the citywide initiative to return staffing and service to 2005 levels. Supplies and services expenditures increased $508,500 (6.4 percent), with a significant amount of the increase due to increases in water expenditures and other operating expenses related to new park property. Capital related expenditures also increased due primarily to one-time purchases for new vehicles and equipment in the Arapahoe County Open Space Fund.

In 2008, expenditures are projected to remain flat, up only $10,300 from 2007. A significant amount of funding was shifted from the General Fund to the Arapahoe County Open Space Fund and the Conservation Trust Fund in response to budget shortfalls in the General Fund. Personal services costs are forecast to increase $1.1 million (7.9 percent) due to planned pay increases and the rising cost of health insurance. Supplies and services are projected to decrease $127,400. This is the net result of decreases in the Arapahoe County Open Space and Conservation Trust Funds and a $376,000 decrease in the General Fund, partially offset by a $340,800 (10.2 percent) increase in the Golf Fund related to increases in utilities and the 2008 USGA Amateur Public Links Championship. Interfund charges are projected to increase $112,200 (7.6 percent) due to increasing fuel costs. Debt related costs are projected to decrease $233,600 (15.6 percent) due to the restructuring of the Murphy Creek debt. Capital related expenditures are projected to decrease $889,400, due to the one-time capital related expenditures in the Arapahoe County Open Space and Golf Funds that will not recur in 2008.

Parks & Open Space

MAJOR VARIANCE EXPLANATION

For 2009, expenditures are projected to increase $1.1 million (3.9 percent), with Arapahoe County Open Space Fund, Designated Revenues, and Gifts & Grants seeing the majority of the increase. Personal services are projected to increase $405,779 (2.7 percent) due to the rising cost of health insurance and the full funding of vacant positions, partially offset by decreases related to the 2009 amendments including the elimination of 3.0 vacant FTE. As an additional cost savings measure in the General Fund, 0.25 FTE will be transferred to the Designated Revenues Fund. Approximately 49.1 percent of the reductions in the General Fund are for personal services. Supplies and services are expected to increase $575,900 (6.9 percent) entirely due to spending of anticipated grants and Designated Revenue programs. The exact source, amount, and grant purpose are not always known prior to budget creation and therefore will not be expended until received. Excluding the Gifts and Grants and Designated Revenues Funds, supplies and services are expected to decrease $141,500 (1.7 percent), primarily due to reductions in the General Fund. Approximately 28.8 percent of the budget reductions are in supplies and services. Capital related expenditures are expected to increase $178,100 (134.5 percent), due to increases in the Arapahoe County Open Space and Golf Funds partially offset by decreases in the General Fund. Approximately 15.6 percent of the cuts in the General Fund are for capital-related expenditures. Debt related expenditures are decreasing $91,200 (7.2 percent) as the Aurora Hills debt service payment retires in mid-2009. Interfund charges are expected to remain relatively flat due to increases in fuel and risk interfund charges offset by decreases in fleet maintenance. The remainder of the General Fund cuts, 6.4 percent, is related to decreases in fleet maintenance and fuel. Details for these and other amendments can be found in the following section.

BUDGET AMENDMENT REQUESTS

	2009			
Fund \ Type \ Description	**FTE**	**Budget**	**Revenue**	**Net**
Arapahoe County Open Space Fund				
New Appropriation				
Equipment Replacement: Arapahoe County Open Space	0.00	102,000	0	102,000
Program affected: ArCo Equipment This amendment appropriates funding to replace equipment that is beyond life expectancy using Arapahoe County Open Space funding as allowed by intergovernmental agreement. Equipment to be replaced includes four mowers.				
New Properties: Parks Operations and Management 61 Acres Added	0.00	156,000	0	156,000
Programs affected: Parks O&M Ground Maintenance, ArCo Equipment Seven sites, approximately 61 acres will be added in 2008 - 2009. These sites include: Southshore Parks, Golden Eagle Park, Sorrell Ranch Park, Sorrell Ranch median, Carson Street Pond expansion, Conservatory tracts, and Smoky Hill medians. This amendment includes $156,000 of supplies, equipment and temporary compensation in the Arapahoe County Open Space Fund, and $80,100 for water for new parks in the General Fund.				
State Mandated Noxious Weed Management	0.00	25,000	0	25,000
Program affected: Reservoirs and Facilities Management Noxious weed management is mandated by the State and was previously paid for by General Fund dollars. Noxious weed management will be moved to Arapahoe County Funding and most of the City will be eligible for these funds. While this amendment will fund noxious weed management for sites in Arapahoe County, it will not fund this service for open space in Adams or Douglas Counties.				

Parks & Open Space

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
Arapahoe County Open Space Fund				
New Appropriation				
Support for Increased Attendance at Aurora and Quincy Reservoirs	0.00	26,000	0	26,000
Program afected: Reservoirs and Facilities Management This amendment will appropriate funding for seasonal workers needed for maintenance, special event support (including triathlons, fishing tournaments, etc.), janitorial duties, fence maintenance, trail and shelter repairs, trash removal, and beach clean up in response to increased attendance at Aurora and Quincy Reservoirs and at Special Events.				
Trail Expansion: 20 Miles Added	0.00	70,300	0	70,300
Program affected: Reservoirs and Facilities Management, ArCo Equipment This amendment appropriates funding for equipment, operating supplies and temporary salary for new trails. This includes nine miles of developer and Parks & Open Space developed trails: Tallyn's Reach 7.5 miles and Piney Creek 1.5 miles; and eleven miles of the High Line Canal soon to be conveyed to the City.				
New Appropriation Total	**0.00**	**379,300**	**0**	**379,300**
Arapahoe County Open Space Fund Total	**0.00**	**379,300**	**0**	**379,300**
Designated Revenues Fund				
New Appropriation				
Increase Arapahoe County Operating and Maintenance Revenue and Expense	0.00	12,073	6,694	5,379
Program affected: Arapahoe County O&M This amendment increases revenue and expenses to match approved 2009 Intergovernmental Agreement for Arapahoe Community Park, Eco Park Maintenance agreement, and playground inspections.				
Transfer of Parks Planning and Design positions to Designated Revenues Fund	0.25	23,431	0	23,431
Program affected: Parks Planning, Design, & Construction This add transfers 0.25 FTE from the General Fund to Adams County Open Space funding. This add is related to the 0.25 FTE General Fund reduction in the Parks Administration program.				
New Appropriation Total	**0.25**	**35,504**	**6,694**	**28,810**
Designated Revenues Fund Total	**0.25**	**35,504**	**6,694**	**28,810**

Parks & Open Space

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
General Fund				
New Appropriation				
New Properties: Parks Operations and Management 61 Acres Added	0.00	80,072	0	80,072
Programs affected: Parks O&M Ground Maintenance, ArCo Equipment Seven sites, approximately 61 acres will be added in 2008 - 2009. These sites include: Southshore Parks, Golden Eagle Park, Sorrell Ranch Park, Sorrell Ranch median, Carson Street Pond expansion, Conservatory tracts, and Smoky Hill medians. This amendment includes $156,000 of supplies, equipment and temporary compensation in the Arapahoe County Open Space Fund, and $80,100 for water for new parks in the General Fund.				
Parks Maintenance Resoration Primarily for Medians	0.00	50,000	0	50,000
Program affected: Parks O&M Grounds Maintenance This is a restoration of Parks Maintenance Funding primarily for median maitenance.				
New Appropriation Total	**0.00**	**130,072**	**0**	**130,072**
Budget Cut				
Athletic Fields and Aurora Sports Park Reductions	0.00	-54,205	0	-54,205
Programs affected: Parks O&M Field and Diamond Maintenance The following cuts have been taken in Athletic Field Maintenance and the Aurora Sports Park budgets; three seasonal employees, $5,000 in operating supplies and the elimination of new vehicle purchases. These cuts will impact the department's ability to support and preserve the national and local softball and soccer tournaments currently provided throughout the city. The greatest impact will be on the level of service currently offered to, and requested by, tournament vendors (such as the Fireworks Softball tournament) and citizens. Service levels will be reduced by hiring fewer employees and providing a reduced amount of set fields. Additional service reductions include dragging fields before games less often, lining of fields less often, reduced mowing of turf areas and removing trash less frequently. These impacts will be clearly noticeable to users of the city's athletic fields and the Aurora Sports Park. The Parks and Open Space Department recognizes the importance of maintaining and supporting the existing revenue streams and are therefore exploring options to reduce the risk of revenue loss. These options include finding operational efficiencies, increasing fees to support increasing costs, and using alternate funding sources.				

Parks & Open Space

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
General Fund				
Budget Cut				
Forestry Reductions	-1.00	-106,839	0	-106,839

Programs affected: Community Trees, Forestry Code Enforcement
1.0 vacant FTE will be eliminated from the Forestry division and another position will be downgraded from a supervisory position to entry level. Additionally, two seasonal positions will be eliminated.

These cuts will have a significant impact on city forestry operations. The loss of 1.0 FTE and the assistance of temporary staff will reduce the amount of work that the division will be capable of producing. This cut will also impact the enforcement of city code pertaining to the urban forest. Citizens will be directly impacted as work orders for tree maintenance, pruning and mitigation of storm damaged trees are backlogged. These damaged and unpruned trees will be apparent to the average citizen who will likely become frustrated with the sight of damaged/dying trees. Response times to citizen complaints will increase due to decreased staffing levels.

Open Space and Natural Resources Reductions	0.00	-55,000	46,000	-101,000

Programs affected: Open Space Administration, Reservoirs and Facilities Management, Rangers
The following cuts have been taken by the Open Space and Natural Resources Division; one seasonal ranger, $31,000 in operating supplies, $8,000 for professional services and $10,000 for rental equipment.

The most significant impact of these cuts will be on weed control. Reducing the temporary and contract labor hours and chemical available will cause already aggressive noxious weeds to become more prevalent in the city's open spaces, which is contrary to state mandates. Noxious weeds left untreated create a threat to surrounding public and private lands as they set seed and rapidly spread to other properties. The Arapahoe County Open Space Fund amendment related to noxious weed management will help offset a portion of this General Fund reduction.

Ranger patrol hours will also be impacted as a result of the seasonal position reduction. This will reduce Ranger presence and influence in city parks, trails, and open space areas.

This amendment also includes new revenue related to increases in the park entry fees, and the addition of a new boat launch fee that is intended to help recover a portion of the costs associated with the mitigation of invasive species such as zebra mussels.

Parks & Open Space

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
General Fund				
Budget Cut				
Parks Administration and Planning, Design and Construction (PD&C) Reductions	-0.25	-55,345	0	-55,345

Programs affected: Parks Administration; Parks Planning, Design & Construction; Park Plans Review
The following will be reduced from the Parks Admin and PD&C budgets; outside design and development of publications and marketing material; production of the Aurora Trail Map; 0.25 of a vacant FTE position will be transferred to alternate funding; copy machine use and cell phone costs will be reduced.

The most significant impact will be the elimination of the City's park and trail map printing. With this cut, maps cannot be updated in the foreseeable future causing the current map, produced in 2005, to continue to carry forward and become increasingly outdated. This map is a critical marketing and public relations tool for the Department and the City, and widely used locally and regionally. Eliminating the trail map decreases the City's effectiveness in promoting a healthy, active lifestyle for its citizens. Alternative methods of producing the map and other marketing initiatives will be considered but are not likely to be as effective, or as far reaching, as the current process. Alternative methods include the currently available option of printing publications from the Web in smaller sections.

The transfer of the 0.25 FTE Principal Landscape Architect to alternate funding continues the ongoing trend of moving funding out of the General Fund and into dedicated funds. This shifting of ongoing expenditures has the detrimental effect of continually shrinking the funds available for new capital projects and necessary infrastructure improvements.

The impact of the balance of these cuts is minimal; the design and development of publications and marketing material will be performed in house by existing staff. Marketing material will be streamlined for web access; however public education and outreach specifically related to new maintenance intervals and park design/development will need to be addressed through comprehensive marketing mediums such as direct mailings and brochure development.

Parks & Open Space

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
General Fund				
Budget Cut				
Parks Operations and Management Reductions	-2.00	-588,620	25,000	-613,620
Programs affected: Parks O&M Grounds Maintenance, HortScapes, Parks O&M Site and Patron Safety Services The following cuts have been taken: 2.0 vacant FTE, 11 seasonal employees, $65,000 in Operating Supplies, $60,000 in contracted services, $150,000 reduction of water, $20,000 in equipment repair and trash disposal, $50,000 in fleet maintenance and fuel and $27,000 in new and replacement equipment purchases. These cuts will significantly impact the appearance of city park properties from the user's perspective. The biggest impact will be on the appearance of irrigated turf, as well as the overall image of the park system. Weeds will grow taller and become more prevalent, visible issues such as broken sprinkler heads will occur more frequently, and less water will be available for irrigation causing grass to brown more easily. Response times for graffiti and trash and litter removal will increase, causing both graffiti and trash to remain in public view for longer periods of time. This amendment will obligate work crews to take a more reactionary approach to citizen complaints rather than a more proactive, and structured scheduled maintenance approach. The resources available for playground equipment repair will be decreased, potentially forcing some playground areas to close to the public due to unsafe equipment. Repairs to most courts and pathways will be done on an emergency basis only, causing potentially hazardous conditions prior to emergency repair or warranting closure of facilities if emergency repairs can not be funded. This budget amendment also includes an increase in revenue due to an increase in the shelter reservation fee, coupled with the expected increased use of the shelters.				
Budget Cut Total	**-3.25**	**-860,009**	**71,000**	**-931,009**
General Fund Total	**-3.25**	**-729,937**	**71,000**	**-800,937**
Golf Courses Fund				
New Appropriation				
Golf Enterprise Fund appropriation above 2008	0.00	82,952	0	82,952
Programs affected: All Golf Courses This amendment appropriates funding for the Golf Enterprise Fund to provide services and maintain courses in 2009. The expenditure increase for the Golf Enterprise Fund appropriates salary, equipment repair, and utility increases. This appropriation also includes funds to replace aging equipment used to maintain the golf courses. The appropriation is offset by an increase in Golf Enterprise Fund revenues.				

Parks & Open Space

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	FTE	2009 Budget	2009 Revenue	2009 Net
Golf Courses Fund				
New Appropriation				
New Appropriation Total	**0.00**	**82,952**	**0**	**82,952**
Budget Cut				
Aurora Hills Irrigation Loan: Final Year	0.00	-127,035	0	-127,035
Program affected: Golf Course Debt Service Aurora Hills irrigation debt is in its final year and the 2009 payment will be equal to one-half of the previous payment.				
Murphy Creek Sewer Fund Loan Refinancing	0.00	-200,000	0	-200,000
Program affected: Golf Course Debt Service The refinancing of the Murphy Creek Sewer Fund Loan will result in a reduction of the 2009 principle debt payment.				
Budget Cut Total	**0.00**	**-327,035**	**0**	**-327,035**
Golf Courses Fund Total	**0.00**	**-244,083**	**0**	**-244,083**
Amendment Request Total All Funds	**-3.00**	**-559,216**	**77,694**	**-636,910**

EXPENDITURE SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Abatement Fund	7,116	21,673	6,544	80,000
Arapahoe County Open Space Fund	2,118,046	2,946,862	2,821,967	3,274,679
Conservation Trust Fund	463,496	435,750	607,291	615,645
Designated Revenues Fund	383,370	297,025	426,181	712,904
General Fund	12,586,485	13,863,818	13,537,103	13,420,357
Gifts & Grants Fund	104,287	70,175	46,949	510,000
Golf Courses Fund	9,353,461	9,780,093	9,979,625	9,893,361
Expenditures Total	**$25,016,261**	**$27,415,396**	**$27,425,660**	**$28,506,946**

STAFFING SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Arapahoe County Open Space Fund	8.10	16.85	17.95	17.95
Conservation Trust Fund	4.65	4.90	4.90	4.90
Designated Revenues Fund	1.00	6.00	6.40	6.65
General Fund	121.75	123.00	121.50	118.25
Golf Courses Fund	52.00	52.00	52.00	52.00
Staffing Total	**187.50**	**202.75**	**202.75**	**199.75**

Parks & Open Space

PROGRAM SUMMARY

Arapahoe County O&M

Brief Description
Arapahoe County Field Maintenance.

Primary Program Measures (Selected Funds)
Volume (most recent data):
N/A

(Est.) Cost/Unit:
N/A

2009 Net Cost:
$0

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	1.00	1.00	1.00	1.00
Expenditures Total	**$126,074**	**$117,911**	**$147,784**	**$165,740**
Designated Revenues Fund	0	117,911	147,784	165,740
General Fund	126,074	0	0	0

Program Description
Site management of parks, land parcels, trails and properties in Arapahoe County; all costs paid for by the Arapahoe County IGA.

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 various organizations that partner with Aurora.

Activity: Participate in joint ventures with other governmental agencies to achieve efficiencies related to City services and programs.

ArCo Equipment

Brief Description
Purchase capital equipment for use in maintenance programs as allowed per the IGA.

Primary Program Measures (Selected Funds)
Volume (most recent data):
N/A

(Est.) Cost/Unit:
N/A

2009 Net Cost:
$0

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$0**	**$509,038**	**$49,681**	**$210,300**
Arapahoe County Open Space Fund	0	509,038	49,681	210,300

Program Description
This is a one-time capital equipment purchase through the Arapahoe County Open Space Shareback program. The equipment purchase includes trailers and mowers. This equipment is being used to support maintenance functions throughout the department.

Parks & Open Space

PROGRAM SUMMARY

ArCo Equipment

Council Goals/Objectives:Activities Supported

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Provide a flexible approach for the development and maintenance of high quality parks and natural area open space.

Aurora Hills Golf Course

Brief Description

Aurora Hills Golf Course.

Primary Program Measures (Selected Funds)

Volume (most recent data):

N/A

(Est.) Cost/Unit:

N/A

2009 Net Cost:

$0

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	7.00	7.00	7.00	7.00
Expenditures Total	**$1,069,835**	**$1,147,681**	**$1,172,437**	**$1,206,511**
Golf Courses Fund	1,069,835	1,147,681	1,172,437	1,206,511

Program Description

Aurora Hills Golf Course manages and operates 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 2008 is 56,800.

Council Goals/Objectives:Activities Supported

Goal: Economic vitality: Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Support an environment conducive to business development and expansion.

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Provide excellent customer service through fair and courteous treatment of its customers.

Goal: Provide an excellent water management and utility system.

Activity: Optimize the value of the City's reusable water, and minimize the need for new source water for irrigation and other City uses.

Centre Hills Golf Course

Brief Description

Centre Hills Golf Course.

Primary Program Measures (Selected Funds)

Volume (most recent data):

N/A

(Est.) Cost/Unit:

N/A

2009 Net Cost:

$0

Parks & Open Space

PROGRAM SUMMARY

Centre Hills Golf Course

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	3.00	2.00	2.00	2.00
Expenditures Total	**$324,856**	**$331,486**	**$339,550**	**$352,097**
Golf Courses Fund	324,856	331,486	339,550	352,097

Program Description

Centre Hills Golf Course manages and operates 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 2008 is 29,300.

Council Goals/Objectives:Activities Supported

Goal: Economic vitality: Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Support an environment conducive to business development and expansion.

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Provide excellent customer service through fair and courteous treatment of its customers.

Goal: Provide an excellent water management and utility system.

Activity: Optimize the value of the City's reusable water, and minimize the need for new source water for irrigation and other City uses.

City Center Corridor Maintenance

Brief Description

Provides grounds maintenance for the 70 acre City Center Corridor including the Aurora Municipal Building.

Primary Program Measures (Selected Funds)

Volume (most recent data):

70 Number of acres maintained

(Est.) Cost/Unit:

$3,666 per acre maintained

2009 Net Cost:

$256,646

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	2.75	2.75	2.75	2.75
Expenditures Total	**$284,499**	**$278,634**	**$264,641**	**$256,646**
General Fund	284,499	278,634	264,641	256,646

Program Description

This function provides landscape maintenance 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.

Parks & Open Space

PROGRAM SUMMARY

City Center Corridor Maintenance

Council Goals/Objectives:Activities Supported

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Provide a flexible approach for the development and maintenance of high quality parks and natural area open space.

Activity: Continue the environmental management program and make special efforts in relation to energy and resource conservation and sustainability.

Activity: Continue to work on the development of City Center as a primary activity center.

Community Trees

Brief Description

Provides for the care and maintenance of the Urban Forest.

Primary Program Measures (Selected Funds)

Volume (most recent data):

2,248 Number of trees serviced (estimate)

(Est.) Cost/Unit:

$364 per tree serviced

2009 Net Cost:

$819,288

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	12.00	16.00	16.00	15.00
Expenditures Total	**$1,308,166**	**$1,061,420**	**$992,390**	**$1,308,596**
Designated Revenues Fund	383,370	179,114	256,982	489,308
General Fund	924,796	882,306	735,408	819,288

Program Description

This function is comprised of the former City Tree Maintenance and Community Tree workgroups. City Code Sec. 142-27 through 142-29 assigns the maintenance of trees along residential streets to the City. This function cares for these trees in addition to those along residential street rights-of-way, in parks and at public properties. Crews perform work that includes: median tree maintenance, tree trimming, tree removal, tree stump removal, sign clearance, insect/disease inspections and treatments, inventories and tree watering, storm damage clearance and planting. In addition, this function assists with snow removal with the Streets Division of the Public Works Department, at City Center Corridor and with the Departmental snow removal plan at public properties. This program is partially funded by a per unit fee assessed with building permits.

Council Goals/Objectives:Activities Supported

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Meet customer satisfaction expectations with respect to quality and timeliness of service.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue the environmental management program and make special efforts in relation to energy and resource conservation and sustainability.

Parks & Open Space

PROGRAM SUMMARY

Fitzsimons Golf Course

Brief Description
Fitzsimons Golf Course.

Primary Program Measures (Selected Funds)
Volume (most recent data):
N/A

(Est.) Cost/Unit:
N/A

2009 Net Cost:
$0

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	5.00	6.00	6.00	6.00
Expenditures Total	**$904,327**	**$955,566**	**$1,048,250**	**$1,047,207**
Golf Courses Fund	904,327	955,566	1,048,250	1,047,207

Program Description
Fitzsimons Golf Course manages and operates 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 2008 is 43,900.

Council Goals/Objectives:Activities Supported

Goal: Economic vitality: Make Aurora the best city in which to locate, expand, and operate a business.
Activity: Support an environment conducive to business development and expansion.

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.
Activity: Provide excellent customer service through fair and courteous treatment of its customers.

Goal: Provide an excellent water management and utility system.
Activity: Optimize the value of the City's reusable water, and minimize the need for new source water for irrigation and other City uses.

Forestry Code Enforcement

Brief Description
Ensures developer, business and citizen compliance with City Forestry Codes.

Primary Program Measures (Selected Funds)
Volume (most recent data):
294 Estimated number of enforcement contacts

(Est.) Cost/Unit:
$309 per enforcement contact

2009 Net Cost:
$90,718

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	1.00	1.00	1.00	1.00
Expenditures Total	**$69,924**	**$88,982**	**$72,697**	**$144,930**
Abatement Fund	7,116	21,673	6,544	80,000
General Fund	62,808	67,309	66,153	64,930

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: Ensure a safe community for people.

Activity: Helps assure well-maintained neighborhoods, commercial areas, and safe housing.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue the environmental management program and make special efforts in relation to energy and resource conservation and sustainability.

Forestry Division Administration

Brief Description

Provides direction and management for Forestry Division activities.

Primary Program Measures (Selected Funds)

Volume (most recent data):

1,619,640 Total budgeted divisional operating expenditure

(Est.) Cost/Unit:

$0.1008 per dollar of budgeted divisional operating expenditure

2009 Net Cost:

$163,302

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	2.00	2.00	2.00	2.00
Expenditures Total	**$162,016**	**$172,198**	**$164,175**	**$166,114**
General Fund	162,016	172,198	164,175	166,114

Program Description

This function provides direction, management and citizen contact activities for the Forestry 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: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Insure high quality work in a cost-effective and efficient manner.

Activity: Meet customer satisfaction expectations with respect to quality and timeliness of service.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue the environmental management program and make special efforts in relation to energy and resource conservation and sustainability.

Parks & Open Space

PROGRAM SUMMARY

Golf Administration

Brief Description
Administration of Aurora golf courses.

Primary Program Measures (Selected Funds)
Volume (most recent data):
300,000 Total rounds of golf played at City courses

(Est.) Cost/Unit:
$2.5629 per round

2009 Net Cost:
$768,857

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	6.00	6.00	6.00	6.00
Expenditures Total	**$672,484**	**$716,613**	**$744,000**	**$768,857**
Golf Courses Fund	672,484	716,613	744,000	768,857

Program Description
Provides supervision and administrative support required to efficiently manage the Golf division. Administration budget includes Golf Division risk management, marketing, printing, and telephone costs for all courses. These division-wide charges total $336,000, or about 45 percent of the Golf Administration budget. The total number of rounds of golf at all seven courses in 2008 is estimated slightly above 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: Support an environment conducive to business development and expansion.

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.
Activity: Provide excellent customer service through fair and courteous treatment of its customers.

Goal: Provide an excellent water management and utility system.
Activity: Optimize the value of the City's reusable water, and minimize the need for new source water for irrigation and other City uses.

Golf Course Debt Service

Brief Description
Golf Course Debt Service.

Primary Program Measures (Selected Funds)
Volume (most recent data):
N/A

(Est.) Cost/Unit:
N/A

2009 Net Cost:
$946,727

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$1,283,633**	**$1,303,614**	**$1,073,400**	**$946,727**
Golf Courses Fund	1,283,633	1,303,614	1,073,400	946,727

Program Description
Pay debt for golf course construction and irrigation system replacement.

Parks & Open Space

PROGRAM SUMMARY

Golf Course Debt Service

Council Goals/Objectives:Activities Supported

Goal: Economic vitality: Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Support an environment conducive to business development and expansion.

Golf Donations

Brief Description

Golf Donations.

Primary Program Measures (Selected Funds)

Volume (most recent data):

N/A

(Est.) Cost/Unit:

N/A

2009 Net Cost:

$0

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$3,000**	**$3,000**	**$3,100**	**$3,000**
Golf Courses Fund	3,000	3,000	3,100	3,000

Program Description

This program distributes Junior Golf scholarships to high school seniors who are Aurora citizens. The scholarships are awarded based on personal character, academic performance, leadership, and involvement in the game of golf. Four scholarships were awarded in 2007.

Council Goals/Objectives:Activities Supported

Goal: Economic vitality: Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Support an environment conducive to business development and expansion.

HortScapes

Brief Description

Maintains streetscapes (including medians) as well as shrubs and perennials in parks and public properties throughout the city. Also maintains the city Greenhouse.

Primary Program Measures (Selected Funds)

Volume (most recent data):

5,752,538 square feet of plantings and developed medians (approximate)

(Est.) Cost/Unit:

$0.2241 per square foot of planting and / or developed median

2009 Net Cost:

$1,289,104

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	12.25	12.25	12.25	11.25
Expenditures Total	**$1,158,537**	**$1,227,299**	**$1,211,226**	**$1,289,304**
General Fund	1,158,537	1,227,299	1,211,226	1,289,304

Parks & Open Space

PROGRAM SUMMARY

HortScapes

Program Description

This is a new program (in 2008) comprised of the former Horticulture and Streetscapes workgroups. This function handles all perennial and shrub maintenance as well as all developed, partially developed and undeveloped medians and highway interchanges throughout the city. This includes multi-media beds in parks and at other city owned property as well as approximately 4,435,200 square feet of developed medians comprised of irrigated turf, artificial 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, trash removal, irrigation system modifications and landscape improvements. Function also provides support for City Center Corridor Maintenance and departmental snow removal activities.

Council Goals/Objectives:Activities Supported

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Perform high quality work in a cost-effective and efficient manner.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue the environmental management program and make special efforts in relation to energy and resource conservation and sustainability.

Meadow Hills Golf Course

Brief Description

Meadow Hills Golf Course.

Primary Program Measures (Selected Funds)

Volume (most recent data):

N/A

(Est.) Cost/Unit:

N/A

2009 Net Cost:

$0

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	8.00	8.00	8.00	8.00
Expenditures Total	**$1,313,057**	**$1,340,262**	**$1,365,500**	**$1,408,757**
Golf Courses Fund	1,313,057	1,340,262	1,365,500	1,408,757

Program Description

Meadow Hills Golf Course manages and operates 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 2008 is 56,100.

Council Goals/Objectives:Activities Supported

Goal: Economic vitality: Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Support an environment conducive to business development and expansion.

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Provide excellent customer service through fair and courteous treatment of its customers.

Goal: Provide an excellent water management and utility system.

Activity: Optimize the value of the City's reusable water, and minimize the need for new source water for irrigation and other City uses.

Parks & Open Space

PROGRAM SUMMARY

Murphy Creek Golf Course

Brief Description
Murphy Creek Golf Course.

Primary Program Measures (Selected Funds)
Volume (most recent data):
N/A

(Est.) Cost/Unit:
N/A

2009 Net Cost:
$0

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	8.00	8.00	8.00	8.00
Expenditures Total	**$1,459,072**	**$1,478,929**	**$1,690,249**	**$1,555,090**
Golf Courses Fund	1,459,072	1,478,929	1,690,249	1,555,090

Program Description
Murphy Creek Golf Course manages and operates 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 2008 is 37,100.

Council Goals/Objectives:Activities Supported

Goal: Economic vitality: Make Aurora the best city in which to locate, expand, and operate a business.
Activity: Support an environment conducive to business development and expansion.

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.
Activity: Provide excellent customer service through fair and courteous treatment of its customers.

Goal: Provide an excellent water management and utility system.
Activity: Optimize the value of the City's reusable water, and minimize the need for new source water for irrigation and other City uses.

Open Space Administration

Brief Description
Administrative Support for Open Space Division.

Primary Program Measures (Selected Funds)
Volume (most recent data):
2,318,382 Total budgeted divisional operating expenditure

(Est.) Cost/Unit:
$0.1457 per budgeted divisional operating expenditure

2009 Net Cost:
$337,728

Parks & Open Space

PROGRAM SUMMARY

Open Space Administration

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	2.00	4.50	4.50	4.50
Expenditures Total	**$299,262**	**$394,100**	**$414,898**	**$412,728**
Arapahoe County Open Space Fund	0	231,853	282,905	317,600
General Fund	251,236	126,083	97,043	95,128
Gifts & Grants Fund	48,026	36,164	34,950	0

Program Description

The purpose of Open Space Administration is to: complete special projects; coordinate special events and reservoir facility bookings; master planning and project planning and design; supervise construction within open space; manage leases at Plains Conservation Center and DeLaney Farm; administer payroll & personnel matters; accounts payable; financial reporting; and serve 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: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Insure high quality work in a cost-effective and efficient manner.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Participate in the multi-department, multi-agency effort to conserve the portions of the Arapahoe Grasslands/Lowry Range south of Quincy Avenue.

Activity: Continue the environmental management program and make special efforts in relation to energy and resource conservation and sustainability.

Operating Transfers & Other Payments

Brief Description

This is the general operating transfers and administrative program for the department.

Primary Program Measures (Selected Funds)

Volume (most recent data):

N/A

(Est.) Cost/Unit:

N/A

2009 Net Cost:

$0

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$1,199,665**	**$1,175,555**	**$1,233,613**	**$1,234,663**
Arapahoe County Open Space Fund	1,199,665	1,177,674	1,233,613	1,234,663
Golf Courses Fund	0	-2,119	0	0

Program Description

This program crosses departments and represents interfund operating transfers.

Parks & Open Space

PROGRAM SUMMARY

Operating Transfers & Other Payments

Council Goals/Objectives:Activities Supported

Goal: N/A

Activity: N/A

Parks Administration

Brief Description

Administration of Parks and Open Space Department Staff and Resources.

Primary Program Measures (Selected Funds)

Volume (most recent data):

28,506,946 Total budgeted departmental operating expenditure

(Est.) Cost/Unit:

$0.0323 per budgeted departmental operating expenditure

2009 Net Cost:

$920,786

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	4.00	6.00	6.00	6.00
Expenditures Total	**$712,035**	**$972,106**	**$972,387**	**$1,430,786**
General Fund	655,774	938,095	960,388	920,786
Gifts & Grants Fund	56,261	34,011	11,999	510,000

Program Description

This function consists of the Director, Management Assistant, Administrative Officer, Financial Administrative Analyst, Parks Marketing and Projects Specialist and Special Projects Coordinator. The budget for this program also includes $370,661of risk management charges for the Parks and Open Space Department, General Fund. Primary functions involve budget development and monitoring, personnel processing, special projects, marketing and analyses. Other functions include providing support for the Boards and responding to Council, Executive Staff and citizen inquiries.

Council Goals/Objectives:Activities Supported

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Continue efforts to seek out alternative funding and to manage budget to maximize resources.

Activity: Insure high quality work in a cost-effective and efficient manner.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue the environmental management program and make special efforts in relation to energy and resource conservation and sustainability.

Parks O&M - Administration

Brief Description

Management of overall O&M division.

Primary Program Measures (Selected Funds)

Volume (most recent data):

10,425,740 Total budgeted divisional operating expenditure

(Est.) Cost/Unit:

$0.0263 per dollar of budgeted divisional operating expenditure

2009 Net Cost:

$274,090

Parks & Open Space

PROGRAM SUMMARY

Parks O&M - Administration

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	3.00	3.00	3.00	3.00
Expenditures Total	**$241,296**	**$279,047**	**$279,115**	**$274,090**
General Fund	241,296	279,047	279,115	274,090

Program Description

This administrative staff provides leadership and management for all functions within the division including: budget preparations; expenditure reports; tracking and monitoring of expenditures; authorizing expenditures; establishing work priorities; administering accounts payables and accounts receivables; responding to phone calls and inquires from the public; coordinating all activities within the park system via permit issuance and information dissemination; establishing long and short range goals, payroll functions and policies and procedures. Supports the work of other divisions within the overall department and other City departments.

Council Goals/Objectives:Activities Supported

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Insure high quality work in a cost-effective and efficient manner.

Activity: Meet customer satisfaction expectations with respect to quality and timeliness of service.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue the environmental management program and make special efforts in relation to energy and resource conservation and sustainability.

Parks O&M - Field and Diamond Management

Brief Description

Maintain and manage all athletic fields in park system.

Primary Program Measures (Selected Funds)

Volume (most recent data):
11,730 Number of games

(Est.) Cost/Unit:
$138 per game

2009 Net Cost:
$1,614,746

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	8.00	8.00	8.00	8.00
Expenditures Total	**$1,487,488**	**$1,521,358**	**$1,646,387**	**$1,614,746**
General Fund	1,487,488	1,521,358	1,646,387	1,614,746

Parks & Open Space

PROGRAM SUMMARY

Parks O&M - Field and Diamond Management

Program Description

This program 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 135 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, and restoration activities including overseeding, topdressing and sodding along with overall facility maintenance that support these fields. Facilities maintained include: concession stands, restrooms, maintenance buildings, scoreboards, lighting fixtures, pumphouse operations, irrigation lake, public art features, paved surfaces and parking lots. 11,730 scheduled games, innumerable practices and 38 tournaments are supported. Personnel perform multiple functions within the division.

Council Goals/Objectives:Activities Supported

Goal: Economic vitality: Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Continue to secure major economic impact tournaments for 2008-2010.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue the environmental management program and make special efforts in relation to energy and resource conservation and sustainability.

Parks O&M - Grounds Maintenance

Brief Description

Maintain all city owned park properties.

Primary Program Measures (Selected Funds)

Volume (most recent data):

1,140 Number of maintained acres

(Est.) Cost/Unit:

$4,871 per maintained acre

2009 Net Cost:

$5,553,332

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	45.00	48.00	48.00	47.00
Expenditures Total	**$5,059,966**	**$5,821,732**	**$5,863,242**	**$5,710,332**
Arapahoe County Open Space Fund	294,400	310,552	350,716	438,309
General Fund	4,765,566	5,511,180	5,512,526	5,272,023

Program Description

This function manages, maintains and operates all grounds maintenance activities and services for the City of Aurora park system. Annual costs include $2.3 million in utilities. Includes turf maintenance for 129 sites that encompass 1,140 acres of turf: fertilization, mowing, herbicide applications, turf restoration, aeration, overseeding, irrigation inspection and repair, maintenance of 209 pieces of grounds maintenance equipment, inspections and repair of 81 playgrounds (20,488 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.

Parks & Open Space

PROGRAM SUMMARY

Parks O&M - Grounds Maintenance

Council Goals/Objectives:Activities Supported

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Perform high quality work in a cost-effective and efficient manner.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Provide a flexible approach for the development and maintenance of high quality parks and natural area open space.

Activity: Continue the environmental management program and make special efforts in relation to energy and resource conservation and sustainability.

Parks O&M - Site and Patron Safety Services

Brief Description

Provide safe and clean Park facilities within the City of Aurora.

Primary Program Measures (Selected Funds)

Volume (most recent data):

129 Number of sites serviced

(Est.) Cost/Unit:

$8,503 per site serviced

2009 Net Cost:

$1,096,882

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	17.00	17.00	17.00	17.00
Expenditures Total	**$1,025,501**	**$1,185,950**	**$1,186,240**	**$1,164,882**
General Fund	1,025,501	1,185,950	1,186,240	1,164,882

Program Description

This program 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 of the Public Works Department. Parks & Open Space 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 (approximately 1,500 occurrences annually), restroom and shelter cleanings (approximately 11,100 occurrences annually), trash removal (200,000+ trash bags changed annually) and roadside litter control. Personnel perform multiple functions within the division.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: City parks/public facilities patrol.

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Meet customer satisfaction expectations with respect to quality and timeliness of service.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue the environmental management program and make special efforts in relation to energy and resource conservation and sustainability.

Parks & Open Space

PROGRAM SUMMARY

Parks Planning, Design, & Construction

Brief Description
Administration, design & implementation of projects.

Primary Program Measures (Selected Funds)
Volume (most recent data):
65 Number of capital projects

(Est.) Cost/Unit:
$750 per capital project

2009 Net Cost:
$48,782

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	9.00	11.00	11.00	11.00
Expenditures Total	**$719,175**	**$787,871**	**$1,049,556**	**$1,044,934**
Arapahoe County Open Space Fund	221,673	314,388	401,550	388,917
Conservation Trust Fund	431,557	405,010	575,466	583,804
Designated Revenues Fund	0	0	0	23,431
General Fund	65,945	68,473	72,540	48,782

Program Description
This program is 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.

Council Goals/Objectives:Activities Supported

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue discussions with developers on strategies for the provision of facilities and services in the developing areas.

Activity: Provide a flexible approach for the development and maintenance of high quality parks and natural area open space.

Activity: Continue the environmental management program and make special efforts in relation to energy and resource conservation and sustainability.

Parks Plans Review

Brief Description
Development review.

Primary Program Measures (Selected Funds)
Volume (most recent data):
896 Application reviews and reviews outside of Amanda

(Est.) Cost/Unit:
$169 per review

2009 Net Cost:
$150,985

Parks & Open Space

PROGRAM SUMMARY

Parks Plans Review

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	3.00	3.00	3.00	3.00
Expenditures Total	**$272,368**	**$319,202**	**$265,483**	**$279,358**
Arapahoe County Open Space Fund	0	0	58,921	93,948
Designated Revenues Fund	0	0	21,415	34,425
General Fund	272,368	319,202	185,147	150,985

Program Description

Development review staff (partially funded by Development Review fees through a transfer to the General Fund as well as other dedicated funding sources) 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 discussions with developers on strategies for the provision of facilities and services in the developing areas.

Activity: Continue to participate in the enhanced development review process to assure complete and timely reviews of civil engineering plans.

Rangers

Brief Description

Safety and patrol, education and resource management.

Primary Program Measures (Selected Funds)

Volume (most recent data):
6,200 Acres patrolled

(Est.) Cost/Unit:
$126 per acre patrolled

2009 Net Cost:
$781,044

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	7.00	8.25	8.25	8.25
Expenditures Total	**$657,989**	**$721,013**	**$722,529**	**$781,044**
Arapahoe County Open Space Fund	266,348	238,620	293,017	303,299
General Fund	391,641	482,393	429,512	477,745

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 provide mosquito control. Interpretive programs offered at City facilities including Morrison Nature Center and the award winning AWQUA Lounge, schools, libraries and private facilities (on request) that provide public information and environmental/outdoor learning opportunities to citizens.

Parks & Open Space

PROGRAM SUMMARY

Rangers

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Increased use of educational programs to effect positive behavior.

Activity: City parks/public facilities patrol.

Reservoirs and Facilities Management

Brief Description

Maintain facilities and land in open space system.

Primary Program Measures (Selected Funds)

Volume (most recent data):

6,500 Acres land/water

(Est.) Cost/Unit:

$86.79 per acre of land/water

2009 Net Cost:

$564,154

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	6.50	7.00	7.00	7.00
Expenditures Total	**$878,839**	**$999,768**	**$909,991**	**$1,124,392**
Arapahoe County Open Space Fund	135,960	164,737	151,564	287,643
Conservation Trust Fund	31,939	30,740	31,825	31,841
General Fund	710,940	804,291	726,602	804,908

Program Description

Function is responsible for maintenance of facilities and land at Aurora and Quincy Reservoirs, Sand Creek Park and Natural Area and Coal Creek Arena including facility and equipment rentals, volunteer coordination and special events. Management includes swim beach, general site mowing/weed spraying, noxious weed control, snow removal and trail maintenance. 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 program and make special efforts in relation to energy and resource conservation and sustainability.

Activity: Provide a flexible approach for the development and maintenance of high quality parks and natural area open space

Saddle Rock Golf Course

Brief Description

Saddle Rock Golf Course.

Primary Program Measures (Selected Funds)

Volume (most recent data):

N/A

(Est.) Cost/Unit:

N/A

2009 Net Cost:

$0

Parks & Open Space

PROGRAM SUMMARY

Saddle Rock Golf Course

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	8.00	8.00	8.00	8.00
Expenditures Total	**$1,477,878**	**$1,635,889**	**$1,619,389**	**$1,648,257**
Golf Courses Fund	1,477,878	1,635,889	1,619,389	1,648,257

Program Description

Saddle Rock Golf Course manages and operates 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 2008 is 40,100.

Council Goals/Objectives:Activities Supported

Goal: Economic vitality: Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Support an environment conducive to business development and expansion.

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Provide excellent customer service through fair and courteous treatment of its customers.

Goal: Provide an excellent water management and utility system.

Activity: Optimize the value of the City's reusable water, and minimize the need for new source water for irrigation and other City uses.

Springhill Golf Course

Brief Description

Springhill Golf Course.

Primary Program Measures (Selected Funds)

Volume (most recent data):

N/A

(Est.) Cost/Unit:

N/A

2009 Net Cost:

$0

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	7.00	7.00	7.00	7.00
Expenditures Total	**$845,319**	**$869,172**	**$923,750**	**$956,858**
Golf Courses Fund	845,319	869,172	923,750	956,858

Program Description

Springhill Golf Course manages and operates 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 2008 is 44,800

Parks & Open Space

PROGRAM SUMMARY

Springhill Golf Course

Council Goals/Objectives:Activities Supported

Goal: Economic vitality: Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Support an environment conducive to business development and expansion.

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

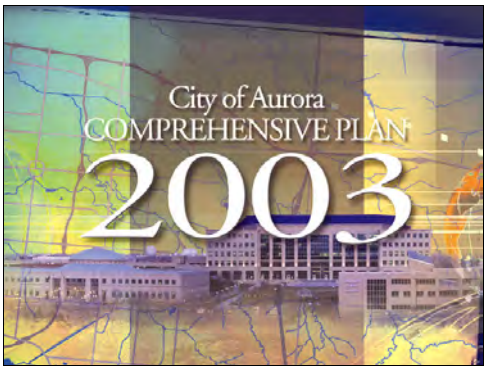
Activity: Provide excellent customer service through fair and courteous treatment of its customers.

Goal: Provide an excellent water management and utility system.

Activity: Optimize the value of the City's reusable water, and minimize the need for new source water for irrigation and other City uses.

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	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	44.12	45.12	45.12	34.12
Personal Services	3,106,883	3,300,043	3,165,495	2,877,241
Supplies and Services	297,878	274,820	264,344	325,207
Interfund Charges	15,742	11,017	18,095	15,524
Capital Related	22,519	16,753	0	0
Transfers Out	537,684	0	0	0
Expenditures Total	**$3,980,706**	**$3,602,633**	**$3,447,934**	**$3,217,972**

MAJOR VARIANCE EXPLANATION

In 2007, expenditures decreased $378,100 (9.5 percent) primarily related to the movement of $537,700 of transfers out for overhead charges from the Planning Department to Non-Departmental, as well as decreases in capital related expenditures due to the one time purchase of office equipment in 2006. Interfund charges for vehicle repair and maintenance decreased $4,700 (30.0 percent). This decrease was partially offset by a $193,200 (6.2 percent) increase in personal services from the addition of 1.0 FTE Socio-Economic Analyst as approved by the 2007 adopted budget as well as career progressions and the rising cost of employee benefits.

The 2008 projection includes a $154,700 (4.3 percent) decrease in total expenditures due to a $134,500 (4.1 percent) decrease in personal services, a $10,500 (3.8 percent) decrease in supplies services partially offset by a $7,100 (64.3 percent) increase in interfund charges. The decrease in personal services is primarily related to holding 7.0 FTE vacant in the Development Review Fund as a response to the construction slowdown. The decrease in supplies and services is related to a $40,000 reduction in professional and technical services in the General Fund. Interfund charges are expected to increase due to increases in vehicle maintenance and fuel costs.

In 2009, personal services expenditures are expected to decrease $288,300 (9.1 percent) due to the position elimination of 2.0 filled FTE and 8.0 vacant FTE in the Development Review Fund and the proposed elimination of 1.0 vacant FTE in the General Fund, partially offset by the rising cost of employee benefits. Details for these and other amendments can be found on the following section.

Planning

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
Development Review Fund				
Budget Cut				
Eliminate 2.0 Filled FTE in the Development Review Fund	-2.00	-141,476	0	-141,476
Program affected: Zoning and Development Review This cut serves to eliminate 2.0 Zoning and Development Review FTE from the Planning Department due to the poor revenue outlook that is projected to continue through 2009. This cut will increase workload of existing staff and will impact the ability to provide timely customer service and document review and diminish the ability to react quickly to complex, large-scale development proposals. Processing time for all of these tasks will potentially increase.				
Eliminate 8.0 Vacant Positions in the Development Review Fund	-8.00	-562,878	0	-562,878
Program affected: Planning Department In order for the Development Review Fund to remain balanced given significant revenue decreases, it is necessary to eliminate 8.0 vacant positions. This cut will increase workload of existing staff and will impact the ability to provide timely customer service and document review and diminish the ability to react quickly to complex, large-scale development proposals. Processing time for all of these tasks will potentially increase.				
Eliminate Sr. Planner II Position Vacant	-0.05	-4,296	0	-4,296
Program affected: Plan Studies and Coordination Activities. Eliminate a vacant Senior Planner II; position is 95 percent General Fund and 5 percent Development Review Fund.				
Budget Cut Total	**-10.05**	**-708,650**	**0**	**-708,650**
Development Review Fund Total	**-10.05**	**-708,650**	**0**	**-708,650**
General Fund				
Budget Cut				
Abandoned Waste Money	0.00	-19,100	0	-19,100
Program affected: Plan Studies and Coordination Activities. Reduction of funding for Abandoned Waste removal. This funding is used for the removal and disposal of oil, tires, and other trash from alleyways and other common areas throughout the city. This one-time cut reduces the available budget to approximately $25,000 for abandoned waste removal needs.				
Eliminate Sr. Planner II Position Vacant	-0.95	-81,588	0	-81,588
Program affected: Plan Studies and Coordination Activities. Eliminate a vacant Senior Planner II; position is 95 percent General Fund and 5 percent Development Review Fund.				
Budget Cut Total	**-0.95**	**-100,688**	**0**	**-100,688**
General Fund Total	**-0.95**	**-100,688**	**0**	**-100,688**
Amendment Request Total All Funds	**-11.00**	**-809,338**	**0**	**-809,338**

Planning

EXPENDITURE SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Designated Revenues Fund	111,165	79,806	94,884	84,920
Development Review Fund	2,748,913	2,315,313	2,134,691	1,953,856
General Fund	1,119,623	1,176,063	1,188,392	1,179,196
Gifts & Grants Fund	1,005	31,451	29,967	0
Expenditures Total	**$3,980,706**	**$3,602,633**	**$3,447,934**	**$3,217,972**

STAFFING SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Development Review Fund	31.40	32.40	32.40	22.35
General Fund	12.72	12.72	12.72	11.77
Staffing Total	**44.12**	**45.12**	**45.12**	**34.12**

PROGRAM SUMMARY

Plan Studies & Coordination Activities

Brief Description

Major long-range policy-making and planning.

Primary Program Measures (Selected Funds)

Volume (most recent data):

105 Work programs in 2007

(Est.) Cost/Unit:

$8,211 per work program

2009 Net Cost:

$862,108

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	9.60	10.40	10.40	8.80
Expenditures Total	**$874,472**	**$918,246**	**$901,506**	**$862,108**
Designated Revenues Fund	47,770	0	1,800	0
Development Review Fund	148,399	170,246	177,950	179,530
General Fund	677,298	716,549	691,789	682,578
Gifts & Grants Fund	1,005	31,451	29,967	0

Program Description

This function consists of professional staff and one support person. The function provides guidance in long-range transportation, environmental, sustainability 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 Denver Regional Council of Governments (DRCOG) activities and other regional, state and local planning and environmental meetings. It provides support for the Transportation and Airport Policy Committee; performs Department Budget Coordinator tasks, processes department invoices, and prepares Human Resources related documents.

Planning

PROGRAM SUMMARY

Plan Studies & Coordination Activities

Council Goals/Objectives:Activities Supported

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue the expansion of E-Government activities to include the digital submission of development documents, citizen feedback programs, and self service capabilities for citizen usage.

Activity: Prepare six station area transit oriented development plans that will set general directions for land use and coordinate City interaction with RTD on FasTracks planning design at key transit stops.

Activity: Participate in the multi-department, multi-agency effort to conserve the portions of the Arapahoe Grasslands/Lowry Range south of Quincy Avenue.

Activity: Continue the environmental management program and make special efforts in relation to energy and resource conservation and sustainability.

Planning Administration

Brief Description

Planning Department Administration and Special Projects.

Primary Program Measures (Selected Funds)

Volume (most recent data):

45 Employees supervised in 2007

(Est.) Cost/Unit:

$6,943 per employee supervised

2009 Net Cost:

$312,437

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	3.12	3.12	3.12	3.12
Expenditures Total	**$323,506**	**$346,960**	**$385,701**	**$397,357**
Designated Revenues Fund	63,395	79,806	93,084	84,920
General Fund	260,111	267,154	292,617	312,437

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: Prepare six station area transit oriented development plans that will set general directions for land use and coordinate City interaction with RTD on FasTracks planning design at key transit stops.

Activity: Work with developers on urban centers such as Buckingham Square, Fitzsimons, and Horizon City Center at I-70/E-470.

Activity: Participate in the multi-department, multi-agency effort to conserve the portions of the Arapahoe Grasslands/Lowry Range south of Quincy Avenue.

Activity: Continue the environmental management program and make special efforts in relation to energy and resource conservation and sustainability.

Planning

PROGRAM SUMMARY

Requests for Information & Services

Brief Description
Socioeconomic data and mapping services.

Primary Program Measures (Selected Funds)
Volume (most recent data):
17,100 Customers served in 2007

(Est.) Cost/Unit:
$12.6 per customer served

2009 Net Cost:
$215,524

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	2.40	2.60	2.60	2.20
Expenditures Total	**$206,425**	**$221,698**	**$234,934**	**$215,524**
Development Review Fund	37,100	42,561	44,487	44,882
General Fund	169,325	179,137	190,447	170,642

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.

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 key areas of the site to ensure it is user-friendly and offers needed services and information. Work to increase resident, business, and visitor usage of the site.

Goal: Ensure that Aurora is fiscally strong and financially well-managed city.

Activity: Perform high quality work in a cost-effective and efficient manner.

Activity: Improve systems to streamline business processes including the development of a GIS Portal and providing mechanisms for a paperless environment.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue the expansion of E-Government activities to include the digital submission of development documents, citizen feedback programs, and self service capabilities for citizen usage.

Zoning & Development Review

Brief Description
Process land use applications.

Primary Program Measures (Selected Funds)
Volume (most recent data):
11,814 Land applications processed in 2007

(Est.) Cost/Unit:
$148 per land application processed

2009 Net Cost:
$1,742,983

Planning

PROGRAM SUMMARY

Zoning & Development Review

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	29.00	29.00	29.00	20.00
Expenditures Total	**$2,576,303**	**$2,115,729**	**$1,925,793**	**$1,742,983**
Development Review Fund	2,563,414	2,102,506	1,912,254	1,729,444
General Fund	12,889	13,223	13,539	13,539

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.

Council Goals/Objectives:Activities Supported

Goal: Economic vitality: Make Aurora the best city in which to locate, expand, and operate a business.

Activity: Strive to support an environment conducive to business development and expansion while encouraging investment in the City.

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Work with developers on urban centers such as Buckingham Square, Fitzsimons, and Horizon City Center at I-70/E-470.

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 the 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, the metro gang task force, 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	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	759.00	773.00	778.00	778.00
Personal Services	60,133,794	63,679,883	67,989,631	70,216,629
Supplies and Services	4,586,741	5,313,329	4,699,925	5,454,543
Interfund Charges	4,753,549	5,469,140	5,861,485	6,158,036
Debt Related	0	46,349	0	0
Capital Related	297,896	299,790	5,995	0
Expenditures Total	**$69,771,980**	**$74,808,491**	**$78,557,036**	**$81,829,208**

MAJOR VARIANCE EXPLANATION

In 2007, 6.0 new officers and 3.0 over hire officers were added along with 5.0 career service FTE. In addition to the new FTE, a 3.25 percent civil pay increase and other benefit increases account for the $3.5 million increase in personal services. Supplies and services increase by 15.8 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 account for the 15.1 percent increase in interfund charges. Debt related costs of $46,300 were for equipment leases for the Crime Lab Section.

The 2008 projection includes 4.0 new officers, 2.0 new Graffiti Off Neighborhoods positions, and a reduction of 1.0 position resulting from the movement of the department's legal advisor to City Attorney. These changes, along with a 3.5 percent civil service pay increase, step and grade increases, and other pay and benefit increases account for the $4.3 million (6.8 percent) increase in personal services costs. Supplies and services decrease by $613,400 (11.5 percent), mainly resulting from lower general operating supply costs for ammunition purchases in 2007 that did not recur in 2008 as well as various equipment purchases with grant funding in 2007, and savings of $279,400 in professional and technical services partially due to cost savings measures including one less vehicle impound auction. Interfund charges increase by 7.2 percent, due to increased fleet and risk expenses. Capital related purchases decrease 98.0 percent as a result of non-recurrence of one-time grant purchases in 2007.

The 2009 budget includes a total increase of $3.3 million (4.2 percent). There is no change in total FTE as 5.0 FTE vacant front desk positions are eliminated along with funding for 3.0 overhire positions, net of an increase for 8.0 new 2/1000 officers. Personal services are the majority of the increase in total expense with $2.2 million (3.3 percent). This increase is a

Police

MAJOR VARIANCE EXPLANATION

result of a proposed 2.0 percent civil service pay increase, step and grade increase, and other pay and benefit increases. Supplies and services increase $754,600 (16.1 percent), resulting from additional professional services for the red light program and anticipated Gifts and Grants Fund appropriation. Interfund charges increase $296,600 (5.1 percent) as a result of increased fuel and maintenance costs. All 2009 budget amendments are detailed below.

BUDGET AMENDMENT REQUESTS

	2009			
Fund \ Type \ Description	**FTE**	**Budget**	**Revenue**	**Net**
General Fund				
New Appropriation				
Add Eight 2/1000 Patrol Officer FTE and Equipment	8.00	556,027	0	556,027
Program affected: Training Current population estimates require the Police Department to add eight additional Patrol Officer FTE in order to meet mandated 2/1000 staffing levels. Included in this request are eight portable radios, eight uniforms, eight software licenses, and eight tasers.				
New Appropriation Total	**8.00**	**556,027**	**0**	**556,027**
Budget Cut				
Convert One Services Division Chief FTE to Patrol Officer IV	0.00	-76,431	0	-76,431
Program affected: Administration - Chief The Services Division Chief position is currently vacant. Duties of this position have been assumed by the Investigations Division Chief. Converting this position to a Patrol Officer IV is necessary in order for the Department to maintain 2/1000 officer strength.				
Eliminate Five Vacant Police Report Clerk FTE	-5.00	-239,472	0	-239,472
Program affected: Districts - Front Desk The District 2 Front Desk, the only walk-in service location, accounts for 20 percent of all reports. To staff this function, uniformed officers normally assigned to Patrol will be used, including light-duty officers when available. To maintain Patrol staffing, officers from specialized units will be reassigned to Patrol. Units affected may include the School Resource Officer (SRO) program, the Pattern Crimes Units, and possibly other specialized units that may be downsized. The Front Desk may be closed from 1:00 a.m. to 5:00 a.m. which may result in increased call volume and officer dispatches required of Public Safety Communications. All of these adjustments may impact patrol response times as well.				
Reduce Patrol Officer Overhire by Three FTE	-3.00	-227,846	0	-227,846
Program affected: Training This cut reduces the number of overhire staffing from 24 to 21. This will allow 2009 average sworn staffing to be 99.5 percent of authorized staffing (from 626 to 623). This meets the 2/1000 Consent Decree Provision that average sworn staffing be at least 99.0 percent of authorized staffing.				

Police

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
General Fund				
Budget Cut				
Reduce Police Recruitment Budget by 50 percent and Eliminate Hiring Bonuses	0.00	-65,500	0	-65,500
Program affected: Training Reduction to this line item will reduce recruiters' travel and recruitment at on-site job fairs. The ability for the recruiters to advertise openings on-line and in various publications will also be reduced. This reduction also eliminates $1,000 hiring bonuses for new recruits. The reduction in recruitment funds will limit the Department's ability to compete face-to-face with other law enforcement agencies at job fairs. Therefore, the Department could see a reduction in viable police candidates and could impact efforts to build a diverse officer population.				
Budget Cut Total	**-8.00**	**-609,249**	**0**	**-609,249**
General Fund Total	**0.00**	**-53,222**	**0**	**-53,222**
Amendment Request Total All Funds	**0.00**	**-53,222**	**0**	**-53,222**

EXPENDITURE SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Designated Revenues Fund	1,114,416	1,309,317	1,293,060	1,607,643
General Fund	66,771,018	71,407,002	75,560,157	77,949,494
Gifts & Grants Fund	1,886,546	2,092,172	1,703,819	2,272,071
Expenditures Total	**$69,771,980**	**$74,808,491**	**$78,557,036**	**$81,829,208**

STAFFING SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Designated Revenues Fund	7.00	7.00	7.00	7.00
General Fund	752.00	766.00	771.00	771.00
Staffing Total	**759.00**	**773.00**	**778.00**	**778.00**

PROGRAM SUMMARY

Administration-Chief

Brief Description

Leads and directs Police services for community of 313,000 citizens.

Primary Program Measures (Selected Funds)

Volume (most recent data):

778 Total departmental employees in 2007

(Est.) Cost/Unit:

$6,209 cost per employee

2009 Net Cost:

$4,830,645

Police

PROGRAM SUMMARY

Administration-Chief

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	4.00	4.00	3.00	3.00
Civil - FTE	4.00	5.00	5.00	4.00
Expenditures Total	**$4,064,703**	**$5,159,041**	**$4,963,264**	**$5,216,616**
General Fund	3,817,920	4,817,439	4,799,774	4,830,645
Gifts & Grants Fund	246,783	341,602	163,490	385,971

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 618 two per 1,000 and 24 overhire uniformed officers and 136 civilian employees, dedicated to the pursuit of a safer Aurora community of 313,000 citizens.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue efforts to reduce crime using Crime, Quality of Life, and Traffic (CQT) and other crime-reduction initiatives.

Administration-Deputy Chief

Brief Description

Directs support services - Administrative Services, Professional Standards, Internal Affairs and Media Relations.

Primary Program Measures (Selected Funds)

Volume (most recent data):

17 Total employees managed

(Est.) Cost/Unit:

$90,640 cost per employee

2009 Net Cost:

$1,540,888

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	10.00	10.00	9.00	9.00
Civil - FTE	7.00	7.00	7.00	7.00
Expenditures Total	**$1,466,355**	**$1,551,570**	**$1,537,613**	**$1,540,888**
General Fund	1,466,355	1,551,570	1,537,613	1,540,888

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.

Police

PROGRAM SUMMARY

Administration-Deputy Chief

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Maintain accreditation by the Commission on Law Enforcement Accreditation (CALEA).

Activity: Provide technology support for public safety systems including scheduling, records management, crime and fire analysis, and mobile data computing.

Community Resources Section

Brief Description

Coordinates and provides specialized services in collaboration with the community.

Primary Program Measures (Selected Funds)

Volume (most recent data):

7 Total employees managed

(Est.) Cost/Unit:

$72,514 cost per employee

2009 Net Cost:

$507,596

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	1.00	1.00	3.00	3.00
Civil - FTE	5.00	5.00	3.00	3.00
Expenditures Total	**$615,203**	**$914,231**	**$706,412**	**$557,596**
General Fund	599,332	777,878	640,386	507,596
Gifts & Grants Fund	15,871	136,353	66,026	50,000

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 261 volunteers donating over 24,284 hours to the Police Department in 2007.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Supports crime prevention and enforcement programs; constructive activities for youth; and neighborhood restoration projects.

Community Resources Section (SRO)

Brief Description

School Resource Officers (SRO) provide police liaison with middle and high school communities.

Primary Program Measures (Selected Funds)

Volume (most recent data):

31,531 Students served in the SRO program (2007)

(Est.) Cost/Unit:

$62.35 per student served

2009 Net Cost:

$1,965,843

Police

PROGRAM SUMMARY

Community Resources Section (SRO)

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Civil - FTE	20.00	22.00	22.00	22.00
Expenditures Total	**$1,597,753**	**$1,644,988**	**$1,959,322**	**$1,965,843**
General Fund	1,597,753	1,644,988	1,959,322	1,965,843

Program Description

The School Resource Officer (SRO) program places 22 officers in middle and high schools totaling 31,531 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: Myriad of other crime prevention and enforcement programs, constructive activities for youth, and neighborhood restoration projects.

Crime Lab Section

Brief Description

Crime Lab personnel collect, process, preserve and analyze physical evidence.

Primary Program Measures (Selected Funds)

Volume (most recent data):

4,490 Lab requests for service (2007)

(Est.) Cost/Unit:

$431 per request for service

2009 Net Cost:

$1,936,492

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	18.00	21.00	21.00	21.00
Civil - FTE	1.00	1.00	1.00	1.00
Expenditures Total	**$1,342,306**	**$1,799,179**	**$1,946,881**	**$1,936,492**
General Fund	1,342,306	1,799,179	1,946,881	1,936,492

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 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. The Polygraph function performs criminal and pre-employment polygraphs. The Video Enhancement function processes surveillance video and creates stills from video.

Police

PROGRAM SUMMARY

Crime Lab Section

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Seek additional opportunities in technology to enhance internal and external police services to the growing Department and City.

D.A.R.E.

Brief Description

Provides instruction to fifth grade students on alternatives to drugs and alcohol.

Primary Program Measures (Selected Funds)

Volume (most recent data):

2,722 Students participated in DARE (2007)

(Est.) Cost/Unit:

N/A

2009 Net Cost:

$0

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Civil - FTE	1.00	1.00	1.00	1.00
Expenditures Total	**$229,199**	**$268,536**	**$303,016**	**$256,335**
Designated Revenues Fund	229,199	268,536	303,016	256,335

Program Description

Drug Awareness Resistance Education (D.A.R.E.) is a 10-week program designed for fifth 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.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Increased use of educational programs to effect positive behavior.

Districts

Brief Description

Three decentralized districts provide patrol and specialized functions.

Primary Program Measures (Selected Funds)

Volume (most recent data):

368 Total number of employees

(Est.) Cost/Unit:

N/A

2009 Net Cost:

$0

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$21,867**	**$52,549**	**$35,000**	**$35,000**
Gifts & Grants Fund	21,867	52,549	35,000	35,000

Police

PROGRAM SUMMARY

Districts

Program Description

Three decentralized districts provide patrol and specialized functions including investigations, Police Area Representatives (PAR) and Directed Action Response Teams (DART). 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 10 pattern crimes.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue efforts to reduce crime using Crime, Quality of Life, and Traffic (CQT) and other crime-reduction initiatives.

Districts - Command and Administration

Brief Description

Directs and manages all operations of three geographically-based Districts.

Primary Program Measures (Selected Funds)

Volume (most recent data):

368 Total number of districts employees

(Est.) Cost/Unit:

$6,142 cost per employee

2009 Net Cost:

$2,260,155

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	4.50	4.50	4.50	4.50
Civil - FTE	15.00	15.00	17.00	17.00
Expenditures Total	**$2,528,414**	**$1,922,136**	**$1,678,894**	**$2,260,155**
General Fund	2,528,414	1,922,136	1,678,894	2,260,155

Program Description

District Commanders provide operational command and control over District resources to ensure integrated, effective and efficient utilization of resources. The district commanders lead and coordinate patrol operations and specialized services including investigations, Police Area Representatives (PAR), and Direct Area Response Teams (DART). 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: Continue efforts to reduce crime using Crime, Quality of Life, and Traffic (CQT) and other crime-reduction initiatives.

Districts - Detective Units

Brief Description

Conducts investigations of criminal incidents and activities.

Primary Program Measures (Selected Funds)

Volume (most recent data):

4,825 Cases assigned - 2007

(Est.) Cost/Unit:

$882 per case assigned

2009 Net Cost:

$4,256,231

Police

PROGRAM SUMMARY

Districts - Detective Units

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	4.00	6.00	7.00	7.00
Civil - FTE	37.00	41.00	41.00	41.00
Expenditures Total	**$3,368,311**	**$3,985,227**	**$4,193,505**	**$4,256,231**
General Fund	3,368,311	3,985,227	4,193,505	4,256,231

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.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue efforts to reduce crime using Crime, Quality of Life, and Traffic (CQT) and other crime-reduction initiatives.

Districts - Front Desk

Brief Description

Provides customer service and records police reports from citizens.

Primary Program Measures (Selected Funds)

Volume (most recent data):
10,640 Reports taken (2007)

(Est.) Cost/Unit:
$27.64 cost per report taken

2009 Net Cost:
$294,106

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	11.00	11.00	11.00	6.00
Expenditures Total	**$497,453**	**$502,163**	**$509,686**	**$294,106**
General Fund	497,453	502,163	509,686	294,106

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.

Police

PROGRAM SUMMARY

Districts - Front Desk

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Seek additional opportunities in technology to enhance internal and external police services to the growing Department and City.

Districts - Patrol Operations

Brief Description

First responders providing police services for civil and criminal incidents.

Primary Program Measures (Selected Funds)

Volume (most recent data):

271,090 Calls for service - 2007

(Est.) Cost/Unit:

$91.67 per call for service

2009 Net Cost:

$24,851,943

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Civil - FTE	252.00	259.00	242.00	240.00
Expenditures Total	**$23,560,838**	**$25,000,399**	**$25,254,859**	**$24,851,943**
General Fund	23,560,838	25,000,399	25,254,859	24,851,943

Program Description

Patrol Officers detect and prevent criminal activity; preserve the public order; handle calls for service; initiate contacts; issue summonses; conduct preliminary investigations; protect crime scenes; gather evidence; locate and interview/interrogate witnesses, victims and suspects; apprehend violators, author arrest warrants; complete detailed reports. Patrol Sergeants provide first line field supervision of officers and major incidents; coordinate and direct team activities; prioritize work; review reports; handle complaints; and maintain administrative records. Patrol Commanders plan, organize and direct shift activities; review/approve jailing offenders; oversee scheduling, goal setting and operational success; provide critical management and control.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue efforts to reduce crime using Crime, Quality of Life, and Traffic (CQT) and other crime-reduction initiatives.

Activity: Continue efforts to reduce crime through crime-reduction initiatives.

Districts - Sector Operations (DART)

Brief Description

Provides proactive response to reduce street crimes.

Primary Program Measures (Selected Funds)

Volume (most recent data):

4,771 Arrest and contact activities - 2007

(Est.) Cost/Unit:

$395 cost per arrest or contact activity

2009 Net Cost:

$1,882,604

Police

PROGRAM SUMMARY

Districts - Sector Operations (DART)

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Civil - FTE	14.00	15.00	21.00	21.00
Expenditures Total	**$1,140,458**	**$1,292,136**	**$1,874,076**	**$1,882,604**
General Fund	1,140,458	1,292,136	1,874,076	1,882,604

Program Description

The Direct Action Response Teams (DART) provide highly mobile, proactive response capabilities that are deployed to suppress street crimes. There are three DART teams, one team assigned to each District. 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: Continue efforts to reduce crime using Crime, Quality of Life, and Traffic (CQT) and other crime-reduction initiatives.

Districts - Sector Operations (Less DART)

Brief Description

Employs team approach to enhance problem-solving police methods.

Primary Program Measures (Selected Funds)

Volume (most recent data):

61 Total number of employees in 2007

(Est.) Cost/Unit:

$55,472 Cost per employee

2009 Net Cost:

$3,383,797

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	2.00	2.00	2.00	2.00
Civil - FTE	50.00	38.00	35.00	35.00
Expenditures Total	**$3,792,524**	**$3,378,764**	**$3,372,056**	**$3,383,797**
General Fund	3,792,524	3,378,764	3,372,056	3,383,797

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) and Direct Action Response Teams (DART) 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.

Police

PROGRAM SUMMARY

Districts - Sector Operations (Less DART)

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue efforts to reduce crime using Crime, Quality of Life, and Traffic (CQT) and other crime-reduction initiatives.

Activity: Continue efforts to reduce crime through crime-reduction initiatives.

Investigations Bureau

Brief Description

Conducts criminal investigations requiring extended time and specialized experience.

Primary Program Measures (Selected Funds)

Volume (most recent data):
2,254 Cases assigned - 2007

(Est.) Cost/Unit:
$2,624 per case assigned

2009 Net Cost:
$5,913,573

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	7.00	7.00	7.00	7.00
Civil - FTE	48.00	50.00	51.00	51.00
Expenditures Total	**$4,829,656**	**$5,524,775**	**$5,751,673**	**$5,990,573**
General Fund	4,772,541	5,459,853	5,694,249	5,913,573
Gifts & Grants Fund	57,115	64,922	57,424	77,000

Program Description

The 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. The Major Investigations Section is made up of the Major Crime/Homicide Unit which investigates all homicides, officer involved shootings, aggravated assaults where a firearm is used, and all suspicious missing persons. The Fraud Unit component investigates fraud, forgery, identity theft, pawns, and computer and all digital media forensic examinations. The Special Victims Section has a Crimes Against Children Unit which investigates child murders and deaths, child abuse, incest, child pornography, internet crimes perpetrated against children, and sexual assaults on children. The Sex Crimes unit investigates all sexual assaults on victims over 15 years of age. The Victim Services Unit has civilian staff which abides by state law to provide on-scene crisis intervention to victims of violent crimes, mandated printed information to victims of all felony crimes, and assists in death notifications on all police investigated deaths. It also assists in the administration of a fund which provides financial assistance to community-based programs. The Investigations Bureau also provides administrative oversight to the Crime Laboratory, its specialists and its crime scene investigators.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue efforts to reduce crime using Crime, Quality of Life, and Traffic (CQT) and other crime-reduction initiatives.

Police

PROGRAM SUMMARY

Investigative Support

Brief Description
Provides investigative and operations resources in support of specialized tasks.

Primary Program Measures (Selected Funds)
Volume (most recent data):
17 Total number of employees

(Est.) Cost/Unit:
$177,668 cost per Employee

2009 Net Cost:
$3,020,353

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	1.00	1.00	1.00	1.00
Civil - FTE	26.00	28.00	29.00	29.00
Expenditures Total	**$1,719,392**	**$2,729,765**	**$2,963,820**	**$3,020,353**
General Fund	1,719,392	2,729,765	2,963,820	3,020,353

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), the Special Investigations Unit (SIU), and the Gang Intervention Unit (GIU). 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 gang intelligence information, 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. The GIU team conducts criminal investigations on criminal street gangs and their members.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue successful emphasis on fugitive enforcement.

Activity: Safe Streets Program.

Activity: Continue efforts to reduce crime through crime-reduction initiatives.

Narcotics Section

Brief Description
Narcotics personnel investigate crimes related to drugs, prostitution and organized crime.

Primary Program Measures (Selected Funds)
Volume (most recent data):
1,081 Cases assigned - 2006

(Est.) Cost/Unit:
$3,578 per case assigned

2009 Net Cost:
$3,867,595

Police

PROGRAM SUMMARY

Narcotics Section

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	2.00	2.00	2.00	2.00
Civil - FTE	31.00	34.00	35.00	35.00
Expenditures Total	**$2,864,835**	**$3,334,746**	**$3,795,320**	**$3,934,595**
General Fund	2,817,163	3,279,034	3,731,854	3,867,595
Gifts & Grants Fund	47,672	55,712	63,466	67,000

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: Continue efforts to reduce crime through crime-reduction initiatives.

Operations Support Section

Brief Description

Plans, directs and controls highly specialized investigative and tactical teams.

Primary Program Measures (Selected Funds)

Volume (most recent data):

386 Pattern Crimes cases assigned in 2007

(Est.) Cost/Unit:

$6,997 cost per case assigned

2009 Net Cost:

$2,700,699

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	1.00	1.00	0.50	0.50
Civil - FTE	23.00	24.00	23.00	23.00
Expenditures Total	**$3,142,506**	**$2,612,831**	**$2,659,562**	**$2,700,699**
General Fund	3,142,506	2,612,831	2,659,562	2,700,699

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.

Police

PROGRAM SUMMARY

Operations Support Section

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue efforts to reduce crime using Crime, Quality of Life, and Traffic (CQT) and other crime-reduction initiatives.

Professional Standards

Brief Description

Conducts inspections and oversees policy, accreditation, technology projects, research and grants.

Primary Program Measures (Selected Funds)

Volume (most recent data):

7 Total number of employees

(Est.) Cost/Unit:

$151,806 cost per employee

2009 Net Cost:

$1,062,639

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	3.00	4.00	4.00	4.00
Civil - FTE	7.00	7.00	7.00	7.00
Expenditures Total	**$754,453**	**$1,018,479**	**$1,082,964**	**$1,062,639**
General Fund	754,453	1,018,479	1,082,964	1,062,639

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: Support of pilot programs for in-car video and online crime reporting for the Police Department.

Activity: Maintain accreditation by the Commission on Law Enforcement Accreditation (CALEA).

Activity: Seek additional opportunities in technology to enhance internal and external police services to the growing Department and City.

Activity: Implement CopLink and other public safety related programs.

Activity: Provide technology support for public safety systems including scheduling, records management, crime and fire analysis, and mobile data computing.

Property and Evidence Unit

Brief Description

Maintains, stores and disposes of property and evidence.

Primary Program Measures (Selected Funds)

Volume (most recent data):

101,172 Property items processed - 2007

(Est.) Cost/Unit:

$2.7559 cost per property item processed

2009 Net Cost:

$278,816

Police

PROGRAM SUMMARY

Property and Evidence Unit

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	5.00	5.00	5.00	5.00
Civil - FTE	1.00	1.00	1.00	1.00
Expenditures Total	**$346,642**	**$371,941**	**$410,970**	**$407,955**
General Fund	346,642	371,941	410,970	407,955

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: Seek additional opportunities in technology to enhance internal and external police services to the growing Department and City.

Records Section

Brief Description

Processes, stores, retrieves and disseminates all criminal justice records.

Primary Program Measures (Selected Funds)

Volume (most recent data):

60,705 Total reports processed - 2007

(Est.) Cost/Unit:

$33.49 per report processed

2009 Net Cost:

$2,033,092

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	39.00	40.00	40.00	40.00
Civil - FTE	1.00	1.00	1.00	1.00
Expenditures Total	**$1,492,147**	**$2,083,390**	**$2,133,465**	**$2,189,056**
General Fund	1,492,147	2,083,390	2,133,465	2,189,056

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: Seek additional opportunities in technology to enhance internal and external police services to the growing Department and City.

Police

PROGRAM SUMMARY

Special Operations Bureau

Brief Description
Leads and coordinates all special operations functions.

Primary Program Measures (Selected Funds)
Volume (most recent data):
2 Total number of employees

(Est.) Cost/Unit:
$215,090 cost per employee

2009 Net Cost:
$430,181

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.50	0.50	1.00	1.00
Civil - FTE	1.00	1.00	1.00	1.00
Expenditures Total	**$1,589,713**	**$1,572,537**	**$1,461,833**	**$1,786,481**
General Fund	158,662	173,728	189,096	214,881
Gifts & Grants Fund	1,431,051	1,398,809	1,272,737	1,571,600

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.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue efforts to reduce crime using Crime, Quality of Life, and Traffic (CQT) and other crime-reduction initiatives.

Technical Services Administration

Brief Description
Leads and directs key internal support services essential to operations.

Primary Program Measures (Selected Funds)
Volume (most recent data):
123 Total number of employees in managed programs

(Est.) Cost/Unit:
$5,568 cost per employee

2009 Net Cost:
$684,872

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	3.00	1.00	1.00	1.00
Civil - FTE	1.00	1.00	1.00	1.00
Expenditures Total	**$737,022**	**$660,529**	**$690,786**	**$684,872**
General Fund	737,022	660,529	690,786	684,872

Police

PROGRAM SUMMARY

Technical Services Administration

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: Seek additional opportunities in technology to enhance internal and external police services to the growing Department and City.

Traffic Section

Brief Description

Promotes transportation safety through directed enforcement of traffic laws.

Primary Program Measures (Selected Funds)

Volume (most recent data):

21,391 Summonses issued - 2007

(Est.) Cost/Unit:

$155 cost per summons issued

2009 Net Cost:

$3,321,468

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	1.00	1.00	1.00	1.00
Civil - FTE	15.00	15.00	37.00	37.00
Expenditures Total	**$1,768,786**	**$1,870,194**	**$3,408,309**	**$4,229,042**
Designated Revenues Fund	366,945	415,326	323,794	695,200
General Fund	1,337,645	1,416,974	3,038,822	3,454,342
Gifts & Grants Fund	64,196	37,894	45,693	79,500

Program Description

The Traffic Section's goals are to provide professional accident investigations and positively affect the driving habits of motorists to reduce the number and severity of motor vehicle crashes in the City. In 2008, the Traffic Section was recentralized. The District 1 and District 3 Traffic Sections were restructured into the DUI Unit and Hit and Run Unit within the central Traffic Section with the Motor Enforcement Team (MET). The section directs its resources toward accident investigations and enforcement activities, and maintains the necessary documentation to support prosecution in traffic cases. The section also administers traffic-related grants, addresses various traffic-related issues, coordinates special events, VIP protection and movements, and maintains all certification records for traffic-related skills and equipment. The Traffic Section consists of the Accident Investigation and DUI Enforcement teams, the Hit and Run and Felony Accident Investigators, the Photo Red Light Program, the Motorcycle Enforcement Team (MET) and the Motor Carrier Safety Unit (MCSU).

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Continue efforts to reduce crime using Crime, Quality of Life, and Traffic (CQT) and other crime-reduction initiatives.

Police

PROGRAM SUMMARY

Training

Brief Description
Provides initial and follow-up commissioned officer training.

Primary Program Measures (Selected Funds)
Volume (most recent data):
38 Recruits trained in 2007

(Est.) Cost/Unit:
$155,490 cost per recruit trained

2009 Net Cost:
$5,908,605

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	2.00	2.00	2.00	2.00
Civil - FTE	69.00	67.00	61.00	69.00
Expenditures Total	**$4,995,589**	**$4,184,876**	**$4,441,273**	**$5,995,997**
Designated Revenues Fund	146	109,197	99,490	87,500
General Fund	4,995,443	4,075,679	4,341,783	5,908,497

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. Budgets and expenditures vary considerably between years due to year-to-year differences in the number, sizes and timing of recruit classes.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Only selecting future public safety officers against the strictest of criteria.

Activity: Process sufficient successful police candidates to maintain the two per 1,000 staffing requirement.

Goal: Support effective efforts to integrate/orient an increasingly diverse community.

Activity: Increase diversity through internal recruitment strategies and initiatives, and through partnering with the community.

Vehicle Impound Detail

Brief Description
Processes impounded vehicles including storage, release and disposal.

Primary Program Measures (Selected Funds)
Volume (most recent data):
10,714 Total vehicles impounded - 2007

(Est.) Cost/Unit:
N/A

2009 Net Cost:
$0

Police

PROGRAM SUMMARY

Vehicle Impound Detail

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	6.00	6.00	6.00	6.00
Expenditures Total	**$785,738**	**$852,920**	**$855,734**	**$814,732**
General Fund	785,738	852,920	855,734	814,732

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.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Seek additional opportunities in technology to enhance internal and external police services to the growing Department and City.

Victim Services

Brief Description

Provides assistance to victims and witnesses of crime.

Primary Program Measures (Selected Funds)

Volume (most recent data):

11,764 Total number of victim contacts - 2007

(Est.) Cost/Unit:

$0.8086 cost per victim contact

2009 Net Cost:

$9,512

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	5.00	5.00	5.00	5.00
Expenditures Total	**$520,117**	**$520,589**	**$566,743**	**$574,608**
Designated Revenues Fund	518,126	516,258	566,760	568,608
Gifts & Grants Fund	1,991	4,331	-17	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.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Increase victim participation.

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	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	8.00	8.00	8.00	8.00
Personal Services	515,812	533,813	573,502	574,417
Supplies and Services	46,002	56,172	51,194	51,194
Interfund Charges	4,395	5,372	5,518	5,651
Expenditures Total	**$566,209**	**$595,357**	**$630,214**	**$631,262**

MAJOR VARIANCE EXPLANATION

Total 2007 expenditures increased by $29,100 (5.2 percent). As part of this increase, personal services increased by $18,000 (3.5 percent) with pay and benefit increases. Supplies and services increased by $10,200 (22.1 percent), due in part to the reinstatement of a portion of the training budget and additional funds to pay for discovery costs.

Total 2008 expenditures are projected to increase $34,900 (5.9 percent) mostly due to an increase of $39,700 for personal services (7.4 percent) resulting from pay and benefit increases and vacancies in 2007 that are now filled.

The 2009 budget is projected to increase modestly by $1,000 (less than 1.0 percent) due to health insurance changes. The Public Defender's Office has no 2009 budget amendment requests.

EXPENDITURE SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
General Fund	566,209	595,357	630,214	631,262
Expenditures Total	**$566,209**	**$595,357**	**$630,214**	**$631,262**

Public Defender

STAFFING SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
General Fund	8.00	8.00	8.00	8.00
Staffing Total	**8.00**	**8.00**	**8.00**	**8.00**

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 (Selected Funds)

Volume (most recent data):

5,120 Cases (includes open and in-custody arraignments)

(Est.) Cost/Unit:

$123 per case

2009 Net Cost:

$631,262

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	8.00	8.00	8.00	8.00
Expenditures Total	**$566,209**	**$595,357**	**$630,214**	**$631,262**
General Fund	566,209	595,357	630,214	631,262

Program Description

To provide complete quality legal representation and equal justice to all indigent defendants who face a possible jail sentence. The office opened 1,924 cases in 2007. Additionally, the attorneys represented 3,196 defendants during in-custody arraignments in 2007. As of June 2008, the office has opened 958 cases, and defended 1,618 in-custody defendants during arraignments.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Myriad of neighborhood support and enforcement programs.

Public Safety Communications Center

15151 E. Alameda Parkway • Aurora, CO 80012 • (303) 326-8999
Thomas Nicholas, Deputy City Manager • TNICHOLA@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	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	74.00	81.00	81.00	81.00
Personal Services	4,141,367	4,887,136	5,510,648	5,661,382
Supplies and Services	29,631	83,755	33,839	33,839
Interfund Charges	2,202	2,590	4,108	3,226
Expenditures Total	**$4,173,200**	**$4,973,481**	**$5,548,595**	**$5,698,447**

MAJOR VARIANCE EXPLANATION

In 2007, an additional 7.0 FTE were added to accommodate increases in call volume. In addition, personal services funding increased substantially to help raise dispatcher salaries to market rates. These factors are the driving forces in the $745,800 (18.0 percent) increase in personal services. Supplies and services increased $54,100 (182.7 percent) for one time costs for re-configuration and updating of the communication center training area, computer equipment and software updates, and increased staff training.

For 2008, the full funding of vacant positions, as well as anticipated dispatcher pay increases, are responsible for the $623,500 (12.8 percent) increase in personal services costs. Supplies and services decrease by $49,900 (59.6 percent) as the onetime expenditure in 2007 will not recur.

In 2009, personal services account for the entire 149,900 (2.7 percent) increase in the budget. This increase is a result anticipated dispatcher pay increases and other benefit increases. The department has no 2009 amendments.

EXPENDITURE SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Designated Revenues Fund	1,977	2,029	0	0
General Fund	4,171,223	4,971,452	5,548,595	5,698,447
Expenditures Total	**$4,173,200**	**$4,973,481**	**$5,548,595**	**$5,698,447**

Public Safety Communications Center

STAFFING SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
General Fund	74.00	81.00	81.00	81.00
Staffing Total	**74.00**	**81.00**	**81.00**	**81.00**

PROGRAM SUMMARY

Public Safety Communications

Brief Description

Provides all Fire and Police radio communications.

Primary Program Measures (Selected Funds)

Volume (most recent data):
185,599 Calls taken

(Est.) Cost/Unit:
$30.7 per call

2009 Net Cost:
$5,698,447

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	74.00	81.00	81.00	81.00
Expenditures Total	**$4,173,200**	**$4,973,481**	**$5,548,595**	**$5,698,447**
Designated Revenues Fund	1,977	2,029	0	0
General Fund	4,171,223	4,971,452	5,548,595	5,698,447

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: Provide quality 911 services for the citizens of Aurora.

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	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	185.00	196.00	196.00	186.00
Personal Services	9,912,049	10,918,631	11,313,827	11,272,784
Supplies and Services	6,270,881	7,015,618	7,317,090	7,642,904
Interfund Charges	2,197,366	2,496,587	2,701,625	2,829,313
Capital Related	51,689	91,894	56,283	25,871
Transfers Out	199,323	0	0	0
Expenditures Total	**$18,631,308**	**$20,522,730**	**$21,388,825**	**$21,770,872**

MAJOR VARIANCE EXPLANATION

In 2007, total expenditures increased $1.9 million (10.2 percent). Increases in personal services of $1.0 million (10.2 percent) are the result of an addition of 11.0 FTE, primarily in the Street Maintenance and Street Sweeping divisions. Higher fuel costs and fleet maintenance costs resulted in increased interfund charges of $299,200 (13.6 percent). Supplies and services grew by $744,700 (11.9 percent), due primarily to increased costs for construction materials and professional services.

Total expenditures for 2008 are projected to increase by $866,100 (4.2 percent). This includes an increase in personal services of $395,200 (3.6 percent) due to increases in regular employee salary and rising health care costs. Interfund charges are projected to increase by $205,000 (8.2 percent) as a result of continuing increases in fleet fuel and maintenance costs.

In 2009, expenditures increase $382,000 (1.8 percent). Interfund charges increase by $127,700 (4.7 percent) due to higher fleet fuel and maintenance costs. Spending in supplies and services will increase $325,800 (4.5 percent) as a result of rising costs for materials and a one-time expenditure for a FasTracks planning study. These increases are partially offset by a $30,400 (54.0 percent) decline in capital related expenses for projects in 2008 that will not recur in 2009 and a $41,000 (0.4 percent) reduction in personal services. Personal services costs decline with the elimination of 10.0 vacant FTE offset by vacancies in 2008 that are not expected to recur in 2009. This reduction is composed entirely of vacant position eliminations and is related to the following positions: 3.0 Public Improvement Inspectors, Real Property Agent, Administrative Technician, Survey Technician, and Design Engineer in the General Fund; Project Engineer, Senior Engineer, and Administrative Specialist in the Development Review Fund. Detail behind the 2009 amendments can be found in the following pages.

Public Works

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
Development Review Fund				
Budget Cut				
Eliminate 3.0 Vacant Positions in Engineering Services- EDR	-3.00	-261,652	0	-261,652
Program affected: Engineering Services- EDR Due to declining revenues projected through 2009 in the Development Review Fund, 3.0 vacant FTE are being eliminated: 1.0 Senior Engineer, 1.0 Project Engineer, and 1.0 Administrative Specialist. The elimination of the Project Engineer position creates a significant loss of quality and experience in the technical review of master and final drainage reports and civil plans. The Senior Engineer position is a supervisor of staff that reviews master drainage studies, preliminary drainage studies and planning referrals (framework development plans, contextual site plans, etc.). The Administrative Specialist elimination will result in decreased ability to provide customer service at the engineering counter and decreased ability to manage the routing of engineering plans throughout the city.				
Budget Cut Total	**-3.00**	**-261,652**	**0**	**-261,652**
Development Review Fund Total	**-3.00**	**-261,652**	**0**	**-261,652**
General Fund				
New Appropriation				
FasTracks Engineering Study	0.00	100,000	0	100,000
Program affected: Engineering Services This amendment provides appropriation for the hiring of a consultant to assist the City in preparing a proposal to ensure the Regional Transportation District (RTD) maintains the original I-225 corridor FasTracks implementation schedule. Included in the scope of work will be preliminary plan review, field inspection, review and analysis of cost estimates, assessment of procurement methods, and development of cost mitigation strategies.				
Public Lighting - Growth	0.00	166,420	0	166,420
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 and traffic signals.				
New Appropriation Total	**0.00**	**266,420**	**0**	**266,420**

Public Works

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
General Fund				
Budget Cut				
Eliminate 3.0 Vacant Positions in Engineering Services	-3.00	-221,592	0	-221,592
Programs affected: Engineering Services; Real Property Services Eliminate three vacant positions, including Senior Real Property Agent, Design Engineer, and Senior Survey Technician. This cut will increase the workload of existing staff and will impact the ability to: process real property transactions; perform engineering design work; and perform surveys. Processing time for all of these tasks will increase.				
Public Improvement Inspections	-4.00	-260,870	0	-260,870
Program affected: Public Improvement Inspections Eliminate four positions, including 1.0 Public Improvement Inspection Supervisor, 2.0 Public Improvement Inspectors and 1.0 Administrative Technician. This reduction will increase the workload of existing staff and will impact the ability to perform inspections of new infrastructure (roadways, water lines, sewer lines, storm sewer systems, and drainage facilities) and will increase processing time to issue permits and schedule inspections. Any additional inspection work related to either development or capital construction would be difficult to accomplish without additional staffing.				
Street Maintenance	0.00	-497,284	0	-497,284
Program affected: Street Maintenance Defer two street overlay projects. This amendment will reduce overlay costs and related costs in contract hauling, landfill charges, temporary services, and roller equipment rental. Overlay work will not occur on approximately 2.7 miles of roadway, increasing future maintenance requirements. Eliminate funding for small equipment replacements. This cut will affect the efficiency of existing equipment, increase equipment repair needs, increase equipment rental requirements, and may increase future replacement costs. Reduce funding for general operating supplies. Reduced budget for supplies will eliminate the alley rock program in northwest Aurora.				
Street Sweeping	0.00	-78,134	0	-78,134
Program affected: Street Sweeping Reduce residential sweeping to three times per year. Colfax Avenue sweeping will be reduced from once per week to once a month. Reduction in the street sweeping program will result in reductions in costs related to supplies, temporary employees, fuel consumption, and fleet maintenance. This cut will affect the appearance and cleanliness of the City and may have an adverse impact on clean water discharge standards.				

Public Works

BUDGET AMENDMENT REQUESTS

Fund \ Type \ Description	2009 FTE	2009 Budget	2009 Revenue	2009 Net
General Fund				
Budget Cut				
Traffic Operations	0.00	-120,558	0	-120,558
Programs affected: Traffic Engineering Services; Traffic Operations Deferment of pavement markings and signal improvements and upgrades will reduce costs related to contract services, seasonal labor, materials, and overtime. This cut will increase future maintenance needs and costs. In addition, some work will need to shift to regular hours, resulting in a higher traffic impact.				
Budget Cut Total	**-7.00**	**-1,178,438**	**0**	**-1,178,438**
General Fund Total	**-7.00**	**-912,018**	**0**	**-912,018**
Amendment Request Total All Funds	**-10.00**	**-1,173,670**	**0**	**-1,173,670**

EXPENDITURE SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Designated Revenues Fund	874	1,623	18,229	18,876
Development Review Fund	1,318,523	1,217,433	1,119,010	967,284
General Fund	17,311,911	19,303,674	20,251,586	20,784,712
Expenditures Total	**$18,631,308**	**$20,522,730**	**$21,388,825**	**$21,770,872**

STAFFING SUMMARY BY FUND

Fund	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Development Review Fund	12.85	12.85	12.85	9.85
General Fund	172.15	183.15	183.15	176.15
Staffing Total	**185.00**	**196.00**	**196.00**	**186.00**

PROGRAM SUMMARY

Engineering Services

Brief Description

Design and construct Capital Improvement Program projects.

Primary Program Measures (Selected Funds)

Volume (most recent data):

3,049,871 Total value of Engineering Services 2008 amended CIP budget.

(Est.) Cost/Unit:

$0.4542 Engineering Services cost per departmental CIP budget dollar

2009 Net Cost:

$1,385,345

Public Works

PROGRAM SUMMARY

Engineering Services

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	27.20	28.20	28.20	26.20
Expenditures Total	**$1,547,281**	**$1,674,423**	**$1,622,087**	**$1,795,039**
General Fund	1,547,281	1,674,423	1,622,087	1,795,039

Program Description

The General Fund function designs, constructs, and manages capital improvement, utilities, intersection, Transportation Improvement Program (TIP), and fence projects for Public Works and various departments. This 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. The 2009 revenues are budgeted at $409,694.

Council Goals/Objectives:Activities Supported

Goal: Develop an effective transportation system for moving people and goods.

Activity: Continue to work with Public Works and others on I-225 planning efforts to ensure that I-225 fully meets the multi-modal travel needs of the City.

Activity: Complete the final design of the I-225/Colfax interchange and the I-225 widening between Alameda and 2nd Avenue.

Engineering Services - EDR

Brief Description

Review of development plans.

Primary Program Measures (Selected Funds)

Volume (most recent data):

190 Total number of plan sets approved

(Est.) Cost/Unit:

$115 per plan set approved

2009 Net Cost:

$21,768

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	11.80	11.80	11.80	8.80
Expenditures Total	**$931,257**	**$1,022,868**	**$1,000,395**	**$847,595**
Development Review Fund	931,257	1,022,868	1,000,395	847,595

Program Description

The main function of the Engineering Control Division is the review and approval of civil engineering plans. The total number of plan sets approved is the primary measure. 190 plan sets were approved in 2007. The 2009 revenues are budgeted at $825,827.

Council Goals/Objectives:Activities Supported

Goal: Implement a vision for growth and the effective delivery of services to stakeholders.

Activity: Continue to participate in the enhanced development review process to assure complete and timely reviews of civil engineering plans.

Public Works

PROGRAM SUMMARY

Fence Repair and Maintenance

Brief Description
Repair and maintenance of fences in Special Improvement Districts (SID) and General Improvement Districts (GID).

Primary Program Measures (Selected Funds)
Volume (most recent data):
N/A

(Est.) Cost/Unit:
N/A

2009 Net Cost:
$0

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$874**	**$1,623**	**$18,229**	**$18,876**
Designated Revenues Fund	874	1,623	18,229	18,876

Program Description
This function manages the repair and maintenance of the fences in Special Improvement and General Improvement Districts. The total 2009 revenues are budgeted at $3,096 for Highpointe, $9,810 for the Dam West, and $5,970 for Ptarmigan Park special improvement districts, totaling $18,876.

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 (Selected Funds)
Volume (most recent data):
50 Miles of infrastructure tested in 2007

(Est.) Cost/Unit:
$5,606 per mile of infrastructure tested

2009 Net Cost:
$280,286

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	7.00	7.00	7.00	7.00
Expenditures Total	**$375,514**	**$415,967**	**$438,951**	**$438,561**
General Fund	375,514	415,967	438,951	438,561

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 2009 revenues are budgeted at $158,275.

Public Works

PROGRAM SUMMARY

Materials Lab

Council Goals/Objectives:Activities Supported

Goal: Develop an effective transportation system for moving people and goods.

Activity: Continue full participation in FasTracks and other transit planning efforts.

Activity: Construction Intersection improvements at selected locations.

Activity: Construct street overlay and concrete repair programs.

Public Improvements

Brief Description

Permits and inspects infrastructure construction.

Primary Program Measures (Selected Funds)

Volume (most recent data):

50 Miles of infrastructure inspected

(Est.) Cost/Unit:

$8,669 per mile of infrastructure

2009 Net Cost:

$433,437

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	19.00	19.00	19.00	15.00
Expenditures Total	**$1,206,004**	**$1,285,880**	**$1,058,531**	**$1,030,954**
Development Review Fund	6,059	25,949	0	0
General Fund	1,199,945	1,259,931	1,058,531	1,030,954

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 per year for a five year period: 2,100 inspections performed, 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. The 2009 revenues for the General Fund are budgeted at $597,517.

Council Goals/Objectives:Activities Supported

Goal: Develop an effective transportation system for moving people and goods.

Activity: Continue full participation in FasTracks and other transit planning efforts.

Activity: Construction Intersection improvements at selected locations.

Activity: Construct street overlay and concrete repair programs.

Public Lighting

Brief Description

Street light and traffic signal energy bill.

Primary Program Measures (Selected Funds)

Volume (most recent data):

18,513 Number of street lights and traffic signals estimated for 2009.

(Est.) Cost/Unit:

$285 per street light or traffic signal

2009 Net Cost:

$5,273,660

Public Works

PROGRAM SUMMARY

Public Lighting

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	0.00	0.00	0.00	0.00
Expenditures Total	**$3,749,127**	**$4,357,864**	**$4,809,622**	**$5,346,110**
General Fund	3,749,127	4,357,864	4,809,622	5,346,110

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. 2009 revenues are budgeted at $72,450.

Council Goals/Objectives:Activities Supported

Goal: Ensure a safe community for people.

Activity: Coordinate monthly payment of Xcel Energy electricity bill for signals, beacons and street lights.

Public Works Administration

Brief Description

Administrative, clerical, budget, and managerial duties.

Primary Program Measures (Selected Funds)

Volume (most recent data):

21,770,872 Adopted 2009 departmental operating budget.

(Est.) Cost/Unit:

$0.0501 per dollar of departmental expenditures

2009 Net Cost:

$1,090,744

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	7.00	6.00	6.00	6.00
Expenditures Total	**$904,282**	**$1,060,506**	**$1,072,212**	**$1,090,744**
General Fund	904,282	1,060,506	1,072,212	1,090,744

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 work includes typing of all engineering contract documents. Approximately half this program funding is Risk Management charges for the department. The director and department budget coordinator/administrative officer are also included in this program. There are no 2009 budgeted revenues for this function.

Council Goals/Objectives:Activities Supported

Goal: Develop an effective transportation system for moving people and goods.

Activity: Coordinate with and participate in Eastern Metro Transportation Coalition (EMTRAC), RTD, DRCOG and CDOT.

Activity: Monitor Colorado Tolling Enterprise proposals for I-225 and I-70.

Activity: Seek federal discretionary funding for I-225 Corridor projects.

Public Works

PROGRAM SUMMARY

Real Property Services

Brief Description
This program provides support to city departments on property transactions involving acquisition and right-of-way development.

Primary Program Measures (Selected Funds)
Volume (most recent data):
1,101 Documents reviewed or recorded

(Est.) Cost/Unit:
$369 Per document reviewed or recorded

2009 Net Cost:
$406,532

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	7.00	7.00	7.00	6.00
Expenditures Total	**$554,478**	**$441,195**	**$472,696**	**$492,437**
Development Review Fund	33,615	17,469	0	0
General Fund	520,863	423,726	472,696	492,437

Program Description
Conduct transactions on land acquisition and real estate for special projects for all city departments as well as land disposal for the city. Tasks include negotiations, condemnation support, appraisal procurement, consultant management, licenses and revocable permit processing, title work closing, environmental assessment, demolition and relocation, technical review of land development plans that includes land records, mathematical calculations, survey data, building permits, review of subdivision plats and site plans, annexations, street vacations easement dedications and releases, recording of documents. Support city with development of property inventory and maintenance of property records.

Reviewed 662 planning documents, and recorded 439 property documents in 2007. The 2009 revenues are budgeted at $85,905.

Council Goals/Objectives:Activities Supported

Goal: Develop an effective transportation system for moving people and goods.
Activity: Construction Intersection improvements at selected locations.
Goal: Provide an excellent water management and utility system.
Activity: Continue with the acquisition of land and easements for utility systems.

Street Maintenance

Brief Description
Provides for maintenance of city streets.

Primary Program Measures (Selected Funds)
Volume (most recent data):
1,174 Centerline miles of streets maintained in 2008

(Est.) Cost/Unit:
$6,082 per centerline mile

2009 Net Cost:
$7,140,035

Public Works

PROGRAM SUMMARY

Street Maintenance

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	66.00	71.00	71.00	76.00
Expenditures Total	**$5,961,208**	**$6,530,634**	**$6,909,549**	**$7,174,250**
General Fund	5,961,208	6,530,634	6,909,549	7,174,250

Program Description

Program provides for maintenance of all public streets, sidewalks, alleys and municipal parking areas in the City. Pavement repairs include patching, milling, and overlays. Concrete infrastructure is maintained on 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 and pothole repair. Program includes costs for snow removal, but de-icing materials and overtime are not included. Measurement is the cost of street maintenance services per centerline mile of street. 2009 revenues are budgeted at $34,215

Approximately 63 miles of streets will be maintained with an overlay or chip seal in 2008.

Council Goals/Objectives:Activities Supported

Goal: Develop an effective transportation system for moving people and goods.

Activity: Construct street overlay and concrete repair programs.

Street Sweeping

Brief Description

Provides for cleaning of city streets.

Primary Program Measures (Selected Funds)

Volume (most recent data):

1,174 Centerline miles of streets cleaned in 2008.

(Est.) Cost/Unit:

$1,000 per centerline mile

2009 Net Cost:

$1,174,408

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	14.00	19.00	19.00	13.00
Expenditures Total	**$1,124,119**	**$1,418,068**	**$1,556,442**	**$1,174,408**
General Fund	1,124,119	1,418,068	1,556,442	1,174,408

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. There are no budgeted revenues for this function.

Public Works

PROGRAM SUMMARY

Street Sweeping

Council Goals/Objectives:Activities Supported

Goal: Develop an effective transportation system for moving people and goods.

Activity: Construct street overlay and concrete repair programs.

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 (Selected Funds)

Volume (most recent data):

9,197 Traffic Engineering service requests/plans reviews are estimated for 2009

(Est.) Cost/Unit:

$45.93 per traffic engineering request and plans reviewed

2009 Net Cost:

$422,404

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	8.00	9.00	9.00	9.00
Expenditures Total	**$600,810**	**$701,397**	**$691,838**	**$695,761**
Development Review Fund	148,269	151,147	118,615	119,689
General Fund	452,541	550,250	573,223	576,072

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 or plans reviewed. 2009 General Fund revenues are budgeted at $273,357. Development Review Fund revenues are collected within the Engineering Services EDR program.

Council Goals/Objectives:Activities Supported

Goal: Develop an effective transportation system for moving people and goods.

Activity: Assure all traffic control device installations meet regulations and enhance traffic safety.

Traffic Operations

Brief Description

Install, maintain, and operate traffic devices throughout Aurora.

Primary Program Measures (Selected Funds)

Volume (most recent data):

1,174 Centerline miles of traffic infrastructure maintained in 2008.

(Est.) Cost/Unit:

$1,390 per centerline mile

2009 Net Cost:

$1,631,982

Public Works

PROGRAM SUMMARY

Traffic Operations

Summary of Expenditures

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
Regular - FTE	18.00	18.00	18.00	19.00
Expenditures Total	**$1,477,031**	**$1,612,305**	**$1,738,273**	**$1,666,137**
General Fund	1,477,031	1,612,305	1,738,273	1,666,137

Program Description

Operate, maintain, and upgrade 311 traffic signals and 112 flashing beacons. Install and maintain traffic signs and pavement markings on 1,174 centerline miles of public streets. 2009 revenues are budgeted at $34,155.

Council Goals/Objectives:Activities Supported

Goal: Develop an effective transportation system for moving people and goods.

Activity: Construct street overlay and concrete repair programs.

Goal: Ensure a safe community for people.

Activity: Safe Streets Program.

AURORA

CAPITAL PROGRAM

AURORA

Capital Improvement Program

This section presents detailed information on the Capital Improvement Program (CIP) budget for the City and includes:

- An overview of the CIP (H-2 to H-12)
- The five-year plan for the Capital Projects Fund (H-13)
- A summary of the CIP five-year budget plan for each fund (H-14)
- The Capital Improvement Program, excluding Aurora Water, as adopted by City Council (H-15 to H-27)
- The Aurora Water Capital Improvement Program, as adopted by City Council (H-28 to H-30)
- The grand total of all capital projects (H-30)
- A listing of budget adjustments to capital projects in all funds (Capital Program Amendments Detail) begins on page H-31.
- Detail of Non-routine projects begin on page H-63

Data for the years 2007 through 2013 are presented. The 2007 data represent carry forward appropriations reconciled to the City's Comprehensive Annual Financial Report. The 2008 data represent an estimate of how the 2008 budget will end the year. The 2009 figures present the City's adopted capital budget. All 2010 through 2013 numbers represent planned future expenditures that are part of a balanced five-year Capital Improvement Program.

Additional information on the Capital Improvement Program is included in the 2009 adopted budget book. Changes from prior years' CIP presentations have been made to locate information in the most relevant areas of the adopted book and to assist in facilitating the ease of analysis during the decision making process. The additional information that can be found outside of the CIP section includes:

- The CIP Summary by department and fund, 2006-2013 (Summary Information, B-17)
- The Capital Amendments Summary by department and fund (Summary Information, B-20)
- The Facilities Master Plan, Phase II Project List and Aurora Water unfunded needs. (Unfunded Needs, I-10)
- The Building Repair Fund five-year projects detail (Capital Appendix, J-14)
- The Parks and Open Space five-year project detail (Capital Appendix, J-18)
- The Transportation Improvement Program five-year project detail (Capital Appendix, J-22)
- The Aurora Water five-year project detail (Capital Appendix, J-24)

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:

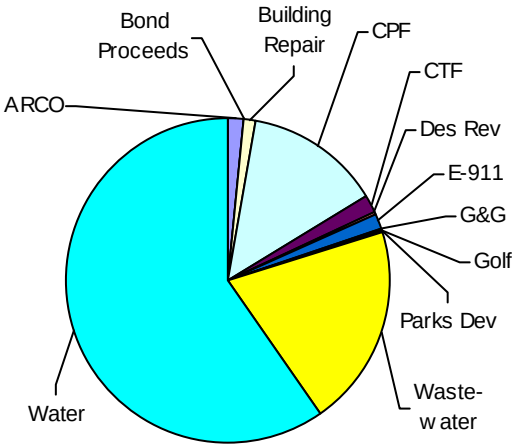
- Public facilities construction, remodeling, and renovation;
- Street overlay and reconstruction;
- Major water and wastewater infrastructure projects;
- Park land acquisition, development, and improvements;
- Major facilities repair and enhancement;
- Technology improvements and infrastructure;
- Traffic 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 and any requests to revise prior year appropriations. (See the table beginning on page H-31) 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 or 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. Chart 1 represents the breakdown of projects by fund. Some of these funds also include annual operating appropriations. Listed below is a brief description of the funds associated with the CIP.

Chart 1: Capital Improvement Projects by Fund



- Capital Projects Fund - The Capital Projects Fund (CPF) provides for general government infrastructure and facilities including streets, parks, information systems, and facilities. 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 specific purposes, 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. During the 2009 to 2013 period, Designated Revenues of $1.8 Million are used for Parks and Open Space construction and infrastructure. No other departments have projects in this fund from 2009 to 2013.

- 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 from 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. Most of the project in the CIP are in the Water Fund.

Financial Overview of the Capital Improvement Plan

Annual capital appropriations from all the City funds will reach $297.4 million in 2008, while a grand total of $910.3 million in capital projects is proposed or planned between 2009 and 2013. The plan for each fund and major changes are discussed in the following sections.

Capital Projects Fund (CPF)

Capital appropriations for the CPF will be $24.4 million in 2009. A grand total of $123.4 million is in the five-year plan. In 2009, the anticipated sources of funding for the Capital Projects Fund total $20.7 million. Due to a significant drop in use taxes, the five-year outlook for CPF funding sources was reduced by over $15 million over the 2008-2012 period. This reduction was accommodated through over $13 million in project cuts or reductions, and $2.4 million in one-time revenue increases. As a result of this effort, the five-year plan for the CPF is balanced. Detail on these adjustments can be found on page H-6.

For 2009, approximately 73.5 percent of Capital Projects Fund revenue is from the General Fund. Additional revenues are composed of intergovernmental revenue from the Adams County Transportation Tax, Transportation Improvement Project grants, interest income, and other miscellaneous revenues.

City ordinance requires that the CPF receive a transfer equal to 100.0 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. Subsequent Council decisions reduced the transfer by about $6 million each year into the indefinite future. For 2009, the projected revenue is shown in table 1.

Table 1 – 2009 Capital Projects Fund Revenue

Item	Amount
General Fund Transfer	$ 15,244,974
One-Time Transfers from Other Funds	1,824,000
Adams Co. Transportation Sales Tax	1,042,975
Intergovernmental Revenue	1,533,000
Interest Earnings	650,000
Other Revenues	438,712
Total Sources of Funds	**$ 20,733,661**

Table 2 shows the breakdown of 2009 CPF expenditures by department. The $18.6 million Public Works appropriation consists largely of ongoing maintenance, repair, improvement, and replacement projects. After Public Works, the next largest user of funds is the Information Technology Department at $2.2 million. The majority of this is a transfer of $1.7 million to the E-911 Fund.

Table 2 – 2009 Capital Projects Fund Expenditures by Department

Department	Amount
Development Services	$ 32,580
Finance	139,545
Fire	550,000
General Management	504,853
Information Technology	2,160,000
Non-Departmental	2,014,006
Parks and Open Space	330,331
Public Works	18,675,435
Total	**$ 24,406,750**

Five-Year Capital Projects Fund Plan

General Fund transfers for the five-year CPF plan are projected to increase, primarily due to an expected recovery from the current building slump in 2009. Intergovernmental revenue projections in 2008 are based on known or expected specific grants. In particular, revenue for the Nine-Mile Bridge project is expected in 2009 ($1.1 million).

The Adams County transportation sales tax is currently 0.5 percent. The County shares this tax with cities and towns. It will bring Aurora about $2.5 million in 2008. Originally, this tax was approved by voters in 1993 for collection from Jan.1, 1994 through Dec. 31, 1997 for construction of a new courthouse. It was extended in 1997 for collection Jan. 1, 1998 through Dec. 31, 2001 for the expansion of the County detention facility. In 2001, the tax was extended by voters, but changed to the transportation sales tax that is currently in effect. The current sales tax of 0.5 percent is set to expire Dec. 31, 2008. In 2006, the voters approved an extension of this sales tax from Jan. 1, 2009 through Dec. 31, 2028 with 0.3 percent for county capital facilities projects and 0.2 percent for transportation projects (shared with the cities in the same manner as the previous 0.5 percent). As a result, this dedicated sales tax is expected to drop from $2.5 million in 2008 to $1.0 million in 2009.

Interest related revenues are adjusted to reflect updated fund balance projections. Other revenues include developer contributions for traffic signals and the repayment of a loan made by the City to the Fitzsimons Redevelopment Authority (FRA).

Expenditure Reductions and Revenue Adjustments in the CPF

The revenue forecast to CPF was reduced by over $15.5 million due to a significant reduction in use taxes in the first half of this year. To accommodate this, $13.1 million in projects were reduced or removed from the 2008-2012 period. A summary is shown in Table 3.

Table 3 – Capital Projects Fund Reductions

Item	Amount of Reductions or Cuts
Street Repair, Traffic Signals, Alleys, Undergrounding, Sidewalks	$ (4.6 Million)
Public Works South Maintenance Facility	(3.6 Million)
New Fire Station	(2.9 Million)
Parks and Open Space Infrastructure and Landscape	(0.7 Million)
Other Cuts and Reductions	(1.3 Million)
Total Cuts and Reductions	**$ (13.1 Million)**

The remaining $2.4 million dollars was achieved with one-time revenue transfers and the un-designation of the FRA loan repayment. Details are shown in Table 4.

Table 4 – Capital Projects Fund Revenue/Designation Adjustments

Item	Amount of One-Time Revenue
Loss of Fire Station Developer Contribution	$ (0.5 Million)
One-Time Transfer from Debt Service Fund	0.1 Million
One-Time Transfer from Risk Fund	1.5 Million
One Time Transfer from Surplus & Deficiency	0.2 Million
Remove Designation from FRA Loan Repay	1.1 Million
Total Revenue/Designation Adjustments	**$ 2.4 Million**

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), prepare the TIP. A listing of anticipated Aurora TIP projects for 2008 through 2013 is shown on page J-22. The City budgets 100.0 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 100.0 percent of the project costs and then later receives federal reimbursement for approximately 80.0 percent of the total cost of the project. Projects are budgeted in three stages: 1) application, 2) approval, 3) signing of a contract or intergovernmental agreement (IGA) among all the funding parties.

When the IGA is signed, the City recognizes revenue from other participants as an account receivable, and Public Works project managers can begin spending those funds.

The current five-year TIP plan includes tentative funding for the Nine-Mile Bike and Pedestrian Bridge (awaiting IGA), the Alameda/Sable Intersection (awaiting IGA), and partial funding for the Colfax/I-225 Intersection (awaiting IGA). In future years, project approval only (no IGA) has been granted for the Mississippi/Potomac I-225 intersection and the I-225 Corridor Exposition Station Master Plan.

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 10.0 percent of annual revenues. There is no limit on the amount that can be spent on patrol and interpretive education programs. In 2009, the projected budget anticipates $5.8 million in ArCo Fund revenues.

The ArCo funds provide the City with a valuable opportunity to increase funding for parks development. In 2009, the fund will dedicate $3.8 million in funding to Parks and Open Space construction and infrastructure improvements. The five-year capital plan for ArCo anticipates $15.6 million will be appropriated between 2009 and 2013.

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 page J-14. Projects for 2009 include $450,000 for Phase 4 (of 8) of the AMC Campus Mechanical and Electrical System Repair and Upgrade, and another $450,000 for the replacement of the main Utah Pool HVAC system. Many smaller projects include fire station remodels, various repairs, and the construction of a training room at the firing range.

Conservation Trust Fund (CTF Fund)

In 2009, the Conservation Trust Fund is expected to receive approximately $3.2 million in revenue from State Lottery proceeds and interest income. For the years 2009 to 2010, the fund is projected to remodel the Beck Recreation Center ($5.5 million), and begins construction on City Park ($1 million), Spencer Garrett Park ($0.8 Million), and various smaller projects. During the period 2011-2013, the new Del Mar Pool Bathhouse and Family Aquatics Center will be built ($2.6 Million) and the Park itself will undergo renovation ($1.2 million). Construction begins on Montview Park ($0.6 million). The schedule of the Parks and Open Space CTF projects for 2009 and beyond can be seen in detail presented on page J-18.

Designated Revenue Fund.
In 2008, funding is dedicated to DIA noise mitigation ($2.3 million) and Parks and Open Space projects ($0.9 million). In 2006, the Designated Revenue Fund began receiving funding from the Adams County Open Space (AdCo) tax. Funding from the AdCo tax will be used to support projects including gates at Generals Park, Sand Creek Park, City Park, the Del Mar Park Master Plan and playground renovations. Future year's spending planned for Parks and Open Space projects is expected to amount to about $1.8 million over the five year period.

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
The Golf Fund receives approximately $10.0 Million in revenues from fees, and much smaller amounts from miscellaneous revenue and interest earnings. Most of this funding goes for Golf operations. Only about $130,000 to $150,000 is available for capital projects in any given year. The largest share of Golf's five-year capital plan is devoted to overall facility enhancements and water conservation projects. Other projects include landscape improvements and an equipment storage building.

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. Significantly lower contributions are expected during the 2008-2010 period. Major projects 2008-2010 include Red-tailed Hawk Park, ($1.6 Million), and Springhill Park, ($439,500). No major projects are planned for 2011-2013.

Specific Projects in the CIP

The projects in the Capital Improvement Program can be split into two distinct categories. Routine projects are those projects that tend to have consistent budgets each year, and whose budget is not necessarily delineated into specific and distinct projects each year. These capital projects often don't have specific start and end dates. Routine projects make up the majority of capital spending. A subset of routine programs is the project management-related appropriations. Major routine projects will be identified in more detail below.

Non-routine projects include projects that are more distinct and have specific start and end dates. The budgets for these projects tend to be one-time in nature. Non-routine projects make up a relatively small portion of the total CIP. Often times, significant additional operating costs are associated with the completion of non-routine projects. Major non-routine projects are detailed starting on page H-63.

Major Routine Projects

Routine Projects make up a majority of the CIP. The majority of the routine projects have to do with repair and replacement of city infrastructure. Several major routine categories include:

Public Works projects related to Street Maintenance, Improvement, and Street Lighting

The majority of the major routine projects in the Capital Projects Fund fall under this category. Examples of the Public Works projects include those specifically designed to repair and replace roads and sidewalks, such as asphalt overlay, chip/crack seal, concrete repair, bridge maintenance, sidewalk ADA improvements, and miscellaneous street improvements. The projects provide funding for the structural repair of damaged roads and concrete throughout the city. Repairs to damaged roads and concrete are required on an on-going basis to maintain the integrity of the roadway infrastructure. Several of the projects have built-in percentage growth factors in each year, including street asphalt overlay, and street maintenance / reconstruction. No additional operating costs are projected because of these Public Works projects. General routine maintenance on city infrastructure is necessary to prevent higher future costs.

In addition to road and concrete repair, traffic signalization and street lighting are also routine projects performed by Public Works. Traffic signalization includes budget for new and replacement traffic signal and school flashing beacon installations. Traffic signals, both new and replacement, have growth factors built in to their five-year plan. The Traffic Signals-New project would increase electric usage and is built into the General Fund operating proforma.

Projects related to Information Technology

Several of the projects in the E-911 Fund are considered routine projects, including 800 MHz expansion and Mobile Data Computer (MDC) Infrastructure Replacement. The $8.5 million budgeted in the five-year plan for 800 MHz expansion is the annual debt-service payment associated with the 800 MHz communication project. Installation was completed in 2004. Lease payments will be ongoing through 2013. The MDC Infrastructure Replacement project is a lifecycle replacement program for shock resistant mobile data computers mounted in all Police and Fire vehicles.

In the Capital Projects Fund, a consistent $350,000 per year is budgeted through the five-year plan for Systems and Network Replacement, which will be used for life cycle replacement of network infrastructure, servers and data storage systems. This project also funds the expansion of disk storage to meet the exponential data growth. None of these projects include projections for additional operating costs, as the projects include costs already incorporated in the base operating budget.

Project Management Related Appropriations in the Capital Improvement Program

The Capital Improvement Program includes appropriations for certain project management expenses related directly to capital projects. Table 5 details the project management expenses included in the 2009 CIP plan. These costs are capitalized into project expenditures and are included in the capital budget and therefore 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 5 – Summary of Operating-Related Appropriations in the CIP

Department	Fund	Item	2009 Amount	Description
Parks and Open Space	ARCO	Direct Costs Design	$84,370	Funding for expenses associated with design of Parks and Open Space's ARCO projects
Parks and Open Space	CPF	Direct Costs Design	80,331	Funding for expenses associated with design of Parks and Open Space's capital projects
General Management	BRF	Direct Costs Facilities Management	126,241	Funding for operating related expenses associated with building maintenance and repair projects
Finance	CPF	Direct Costs Financial Services	139,545	Funding for operating expenses to provide financial and budget oversight for the City's CPF
General Management	CPF	Direct Costs Purchasing Services	385,853	Funding for operating related expenses associated with purchasing services benefiting the CPF
Public Works	CPF	Direct Costs Engineering and Design	1,038,785	Funding for expenses associated with engineering and design of Public Works' CPF projects
Public Works	CPF	Direct Costs Capital Projects Coordinator	109,194	Funding for expenses associated with internal capital project management

Projects Related to Building Repair

The projects in the Building Repair Fund are primarily routine in nature in order to repair and maintain City-owned buildings. $9.6 million is planned from 2009 through 2013, which represents 5.2 percent of the Non-Aurora Water CIP. Detail behind this budget can be found in the appendix starting on page J-14.

Other Capital Items of Significance

Art in Public Places

As a part of the balancing the CPF for 2006, funding for Art in Public Places (AIPP) was suspended. The 2007 five-year plan included a 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. From 2008 to 2013, a reduction of capital project funding and a careful application of the statutory formula will reduce the AIPP transfer by about $300,000.

Aurora Water

The Aurora Water capital improvement program represents 79.8 percent of the City's planned five-year capital spending. Recent drought conditions and population growth led to a Water

Delivery Plan and comprehensive long range water acquisition and infrastructure planning and construction program. These are designed to meet the needs of existing customers and to respond to projected growth in the City. Since initiation of the program in 2002, the capital plan has guided a series of land and water acquisitions, rate and fee increases, debt issuances, and construction projects, all of which are designed to meet the current and long-term service needs of the City. The 2009 adopted budget includes updates to the plan to incorporate needs identified through the Treated Water Distribution System Master Plan Update, the Wastewater Utility Plan, recent development trends, and updated engineering estimates. The cornerstone of Aurora Water's five-year capital plan continues to be the Prairie Waters Project. Upon completion, the Prairie Waters Project will capture City owned water resources through a series of wells, pipes, and water purification systems that deliver water from the South Platte River, north of the metropolitan area, back to the City, resulting in an annual increase to the City's supply of raw water of 10,000 acre feet. The Aurora Water 2009-2013 capital improvement program includes $286.5 million for the Prairie Waters Project. Additional planned capital spending for Aurora Water amounts to $440.3 million, for a total of $726.8 million in planned Aurora Water capital spending for the 2009-2013 period.

Aurora Water has identified $191.8 million in unfunded capital needs, which includes restoring reductions to existing projects, as well as new projects that are currently unfunded. In the Wastewater Fund, major projects include Storm Drain System Improvements ($9.8 million); Box Elder Basin Transfer to Upper Sand Creek ($7.7 million); Sand Creek: Lima Street to Zion Street ($7.1 million); and Highpointe Lift Station and Sewer ($6.3 million). In the Water Fund, major projects include Future Reservoir ($28.5 million); Rampart Delivery System ($32.3 million); and Administration Space ($5.9 million). Funding for these projects depends primarily on revenue growth, debt capacity, and the availability of capital financing.

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 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 current list of FMP II Projects, with an estimated unfunded City share of $542.1 million, is listed in the table beginning on page I-10. Major projects are as follows.

- In the Library, Recreation, and Cultural Services Department a $14.1 million Northwest Recreation Center, a $28.8 million South Central Community Recreation Center and Library, and a $32.0 million Community Events Center are the most significant projects.
- Parks and Open Space projects include $20.2 million for Southeast Athletic Fields and Buildings, and $23.0 million for Signature Park #1.
- In the Public Safety area are the Public Safety Complex ($23.2 million), an upgrade and remodel for Police Headquarters ($8.5 million), a District Two Police Station ($8.4 million), and a new Fire Station ($2.9 million) cut from the Capital Projects Fund in this budget.
- In the Transportation category, the widening of I-225 from Parker to Mississippi will cost $120.0 million. The I-70 interchange at Harvest Road will cost $33.0 million. Other major projects include The 6th Avenue extension from Tower Road to E-470 ($27.5 million), the I-70 interchange at Picadilly ($11.0 million), and the I-225 and Colfax Interchange ($5.1 million).
- Other large projects include the South/Southeast maintenance facility ($13.5 million), replacement of the financial system ($10.0 million), a new tax and license system ($2.5 million), renovation of the North Maintenance Facility ($6.0 million) and a Southeast Animal Shelter ($5.7 million.)

Capital Projects Fund Five-Year Plan, 2009 - 2013

	2008 Projection	2009 - 2013 Five-Year Plan					Total 2009 - 2013
		2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	
Beginning Funds Available	**$ 16,271,319**	**$ 8,861,422**	**$ 5,188,334**	**$ 3,274,914**	**$ 1,916,656**	**$ 2,063,601**	**N/A**
SOURCES OF FUNDS							
Transfers In							
General Fund	**$ 13,088,623**	**$ 15,244,974**	**$ 18,448,423**	**$ 19,987,992**	**$ 21,776,111**	**$ 24,298,814**	**$ 99,756,314**
One Time Transfer from Debt Svc	-	124,000	-	-	-	-	124,000
One Time Transfer from Risk Fund	-	1,500,000	-	-	-	-	1,500,000
One Time Transfer from Surplus & Deficiency	-	200,000	-	-	-	-	200,000
Total Transfers In	**$ 13,088,623**	**$ 17,068,974**	**$ 18,448,423**	**$ 19,987,992**	**$ 21,776,111**	**$ 24,298,814**	**$ 101,580,314**
Intergovernmental Revenues							
Adams County Transportation Sales Tax	$ 2,499,940	$ 1,042,975	$ 1,087,823	$ 1,140,038	$ 1,189,060	$ 1,236,622	$ 5,696,518
Federal / State Grants							
TIP: As Published in 2008 Adopted	3,831,000	400,000	400,000	400,000	400,000	400,000	2,000,000
TIP: YE Adj (Signed IGA - Peoria/Smith LRT)	150,000	-	-	-	-	-	-
TIP: YE Adj (Signed IGA - 4th/Abilene LRT)	80,000	-	-	-	-	-	-
TIP: Unsigned IGA - 9-Mile Bike/Ped Bridge)	-	1,133,000	-	-	-	-	1,133,000
Total Intergovernmental Revenues	**$ 6,560,940**	**$ 2,575,975**	**$ 1,487,823**	**$ 1,540,038**	**$ 1,589,060**	**$ 1,636,622**	**8,829,518**
Total Interest	**$ 1,000,000**	**$ 650,000**	**$ 555,000**	**$ 400,000**	**$ 350,000**	**$ 100,000**	**2,055,000**
Other Revenues							
Traffic Signals	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 1,250,000
FRA Loan Repayment	168,171	163,712	159,254	154,795	150,000	150,000	777,761
LEED Program Savings	-	25,000	25,000	25,000	25,000	-	100,000
Total Other Revenues	**$ 418,171**	**$ 438,712**	**$ 434,254**	**$ 429,795**	**$ 425,000**	**$ 400,000**	**$ 2,127,761**
Supplemental Budget Items	**$ 1,537,687**	$ -	$ -	$ -	$ -	$ -	$ -
TOTAL SOURCES OF FUNDS	**$ 22,605,421**	**$ 20,733,661**	**$ 20,925,500**	**$ 22,357,825**	**$ 24,140,171**	**$ 26,435,436**	**$ 114,592,593**
USES OF FUNDS							
Expenditures							
Development Services	$ 32,580	$ 32,580	$ 32,580	$ 32,580	$ -	$ -	$ 97,740
Finance	134,879	139,545	145,127	175,932	181,969	188,248	830,821
Fire	512,000	550,000	50,000	50,000	30,000	2,930,000	3,610,000
General Management	622,348	504,853	401,287	417,339	434,032	451,393	2,208,904
Information Technology	1,904,189	2,160,000	2,160,000	2,160,000	2,160,000	2,160,000	10,800,000
Non-Departmental	2,273,270	2,014,006	1,992,173	1,995,077	1,996,851	2,028,820	10,026,927
Parks & Open Space	227,241	330,331	333,544	336,886	340,361	393,975	1,735,097
Planning	(59,000)	-	-	-	-	-	-
Public Works	24,367,811	18,675,435	17,724,208	18,548,269	18,850,013	20,327,021	94,124,946
TOTAL USES OF FUNDS	**$ 30,015,318**	**$ 24,406,750**	**$ 22,838,919**	**$ 23,716,083**	**$ 23,993,226**	**$ 28,479,457**	**$ 123,434,435**
Net Sources Less Uses	**$ (7,409,897)**	**$ (3,673,089)**	**$ (1,913,419)**	**$ (1,358,258)**	**$ 146,945**	**$ (2,044,021)**	**$ (8,841,842)**
Funds Available for Future Projects	**$ 8,861,422**	**$ 5,188,334**	**$ 3,274,914**	**$ 1,916,656**	**$ 2,063,601**	**$ 19,580**	

2009 - 2013 Capital Improvement Program
Summary by Fund

Fund	Carryforward Appropriation 2007 [1]	2008 Projected Budget [2]	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Arapahoe County Open Space Fund	4,222,602	2,265,913	3,759,370	2,219,430	2,980,378	3,268,993	3,372,753	15,600,924
Bond Proceeds Fund	363,673	0	126,980	0	0	0	0	126,980
Building Repair Fund	796,104	1,932,586	1,905,591	1,937,791	1,918,043	1,933,504	1,939,184	9,634,113
Capital Projects Fund	13,709,162	30,015,318	24,406,750	22,838,919	23,716,083	23,993,226	28,479,457	123,434,435
Conservation Trust Fund	3,518,132	1,256,843	2,765,722	5,633,000	1,640,000	3,228,000	2,590,000	15,856,722
Designated Revenues Fund	4,257,928	4,498,525	350,000	275,000	340,000	400,000	400,000	1,765,000
Enhanced E-911 Fund	1,332,720	2,431,492	2,816,682	2,474,051	2,229,970	3,293,616	3,331,854	14,146,173
Gifts & Grants Fund	1,069,001	1,607,736	450,000	450,000	430,000	0	0	1,330,000
Golf Courses Fund	484,411	110,000	130,000	150,000	130,000	130,000	130,000	670,000
Parks Development Fund	1,366,727	1,702,505	851,039	77,472	0	0	0	928,511
Wastewater Fund	53,794,641	10,193,941	32,098,098	29,584,173	22,166,951	51,411,657	48,247,871	183,508,750
Water Fund	196,853,304	241,416,590	281,627,576	87,530,807	87,368,032	42,334,762	44,478,249	543,339,426
Total Capital Improvement Program	**$281,768,405**	**$297,431,449**	**$351,287,808**	**$153,170,643**	**$142,919,457**	**$129,993,758**	**$132,969,368**	**$910,341,034**

1 Figures represent previous years unspent appropriation as of December 31, 2007, as reported in the 2007 Comprehensive Annual Financial Report.

2 Figures represent an estimate of how the 2008 adopted budget will be amended by year-end 2008. This column includes the 2008 adopted budget plus budget transfers, Fall 2007 and Spring 2008 budget amendments, and contemplated amendments, transfers and lapses for the remainder of 2008. A negative figure is generally the result of the application of a budget reduction to a project with unspent prior year appropriation.

2009 - 2013 Capital Improvement Program
Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation 2007 [1]	2008 Projected Budget [2]	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Arapahoe County Open Space Fund								
Parks & Open Space								
61835 Infrastructure - Trails	322,204	-75,000	0	0	750,000	500,000	500,000	1,750,000
61892 Construction - Open Space	224,304	0	0	460,000	550,000	250,000	450,000	1,710,000
61901 Acquisitions	0	0	0	0	0	0	350,000	350,000
61902 Construction - Parks	2,638,404	2,034,000	2,800,000	572,528	0	300,000	0	3,672,528
61903 Infrastructure - Parks	811,232	150,000	400,000	1,000,000	1,340,000	1,825,000	1,675,000	6,240,000
61906 Infrastructure - Open Space	226,458	75,000	475,000	100,000	250,000	300,000	300,000	1,425,000
61914 Direct Costs - Design, Engineering, etc.	0	81,913	84,370	86,902	90,378	93,993	97,753	453,396
Total Parks & Open Space	**$4,222,602**	**$2,265,913**	**$3,759,370**	**$2,219,430**	**$2,980,378**	**$3,268,993**	**$3,372,753**	**$15,600,924**
Total Arapahoe County Open Space Fund	**$4,222,602**	**$2,265,913**	**$3,759,370**	**$2,219,430**	**$2,980,378**	**$3,268,993**	**$3,372,753**	**$15,600,924**
Bond Proceeds Fund								
Fire								
58731 Fire Station No. 4 Remodel	22,852	0	0	0	0	0	0	0
Total Fire	**$22,852**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Library, Rec & Cultural Svcs								
43736 Book Stock	574	0	0	0	0	0	0	0
44714 Art In Public Places - 2000 Parks Bond	55,420	0	0	0	0	0	0	0
Total Library, Rec & Cultural Svcs	**$55,994**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Parks & Open Space								
61918 Meadow Hills Building Renovation - BPF	109,915	0	0	0	0	0	0	0
61920 Sports Park - BPF	104,428	0	0	0	0	0	0	0
61924 Red Tailed Hawk Park	0	27,739	126,980	0	0	0	0	126,980

2009 - 2013 Capital Improvement Program
Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation 2007 [1]	2008 Projected Budget [2]	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Bond Proceeds Fund								
Parks & Open Space								
62729 Havana West Construction -Bond Proceeds Fund	26,786	-26,786	0	0	0	0	0	0
62730 Havana West Acquisition - Bond Proceeds Fund	953	-953	0	0	0	0	0	0
Total Parks & Open Space	**$242,082**	**$0**	**$126,980**	**$0**	**$0**	**$0**	**$0**	**$126,980**
Police								
55714 District I Parking Lot	42,745	0	0	0	0	0	0	0
Total Police	**$42,745**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Total Bond Proceeds Fund	**$363,673**	**$0**	**$126,980**	**$0**	**$0**	**$0**	**$0**	**$126,980**
Building Repair Fund								
General Management								
40033 Direct Cost Facilities Management Services	0	121,386	126,241	131,291	136,543	142,004	147,684	683,763
40724 Major Building Repair	796,104	1,811,200	1,779,350	1,806,500	1,781,500	1,791,500	1,791,500	8,950,350
Total General Management	**$796,104**	**$1,932,586**	**$1,905,591**	**$1,937,791**	**$1,918,043**	**$1,933,504**	**$1,939,184**	**$9,634,113**
Total Building Repair Fund	**$796,104**	**$1,932,586**	**$1,905,591**	**$1,937,791**	**$1,918,043**	**$1,933,504**	**$1,939,184**	**$9,634,113**
Capital Projects Fund								
Development Services								
71701 Economic Development Infrastructure	32,580	32,580	32,580	32,580	32,580	0	0	97,740
Total Development Services	**$32,580**	**$32,580**	**$32,580**	**$32,580**	**$32,580**	**$0**	**$0**	**$97,740**
Finance								
34017 Direct Costs Financial Services	0	109,879	139,545	145,127	150,932	156,969	163,248	755,821

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Fund\Department\Project\Title	Carryforward Appropriation 2007 [1]	2008 Projected Budget [2]	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Capital Projects Fund								
Finance								
34702 Financial Systems (Accounting, T&L, and Budget)	292,022	25,000	0	0	25,000	25,000	25,000	75,000
34703 Impact Fees Study	89,764	0	0	0	0	0	0	0
Total Finance	**$381,786**	**$134,879**	**$139,545**	**$145,127**	**$175,932**	**$181,969**	**$188,248**	**$830,821**
Fire								
(New) New Permanent Fire Station - Murphy Creek	0	0	0	0	0	0	2,900,000	2,900,000
58707 Whelen Warning System	68,814	50,000	50,000	50,000	50,000	30,000	30,000	210,000
58729 Fire Station No. 1 Reconstruction	135,263	0	0	0	0	0	0	0
58732 Fire Station Remodels	475,761	500,000	500,000	0	0	0	0	500,000
58733 Quartermaster Supply	38,000	-38,000	0	0	0	0	0	0
Total Fire	**$717,838**	**$512,000**	**$550,000**	**$50,000**	**$50,000**	**$30,000**	**$2,930,000**	**$3,610,000**
General Management								
(New) Security System Expansion for AMC	0	0	119,000	0	0	0	0	119,000
22700 Records Management System	0	100,000	0	0	0	0	0	0
40032 Direct Costs Purchasing Services	0	422,348	385,853	401,287	417,339	434,032	451,393	2,089,904
40732 Acoustical Tiles - Central Maintenance Facility	50,000	0	0	0	0	0	0	0
40733 LEED Program	0	100,000	0	0	0	0	0	0
46714 Facilities Master Plan, Phase I Op & Maintenance	9,647	0	0	0	0	0	0	0
Total General Management	**$59,647**	**$622,348**	**$504,853**	**$401,287**	**$417,339**	**$434,032**	**$451,393**	**$2,208,904**

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Fund\Department\Project\Title	Carryforward Appropriation 2007 [1]	2008 Projected Budget [2]	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Capital Projects Fund								
Information Technology								
37705 Financial Systems	135,229	0	0	0	0	0	0	0
37707 Strategic Information Systems	45,123	-25,811	0	0	0	0	0	0
37714 Systems and Network Replacement	5,725	320,000	350,000	350,000	350,000	350,000	350,000	1,750,000
37716 Fire Records Management System	3,179	0	0	0	0	0	0	0
37718 Document Imaging	42,858	0	0	0	0	0	0	0
37720 Geographic Information Systems (GIS)	58,584	0	0	0	0	0	0	0
37721 Telephone Infrastructure Expansion	158,515	100,000	100,000	100,000	100,000	100,000	100,000	500,000
37724 800 MHz Radio (Transfer to E-911 Fund)	0	1,710,000	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	173,886	0	0	0	0	0	0	0
37735 Collection of the Urban Service Extension Fee	200,000	-200,000	0	0	0	0	0	0
Total Information Technology	**$1,014,216**	**$1,904,189**	**$2,160,000**	**$2,160,000**	**$2,160,000**	**$2,160,000**	**$2,160,000**	**$10,800,000**
Library, Rec & Cultural Svcs								
43737 Meadow Hills Pool Repair	362,035	0	0	0	0	0	0	0
Total Library, Rec & Cultural Svcs	**$362,035**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Non-Departmental								
25082 Art in Public Places (Transfer to Cultural Fund)	0	164,470	155,206	133,373	136,277	138,051	170,020	732,927
25082 Transfer to Building Repair Fund	0	1,858,800	1,858,800	1,858,800	1,858,800	1,858,800	1,858,800	9,294,000
25082 Transfer to DesRF - Technology Improvements	0	250,000	0	0	0	0	0	0
25747 Public Safety Facilities Studies	107,614	0	0	0	0	0	0	0

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Fund\Department\Project\Title	Carryforward Appropriation 2007 [1]	2008 Projected Budget [2]	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Capital Projects Fund								
Non-Departmental								
Total Non-Departmental	**$107,614**	**$2,273,270**	**$2,014,006**	**$1,992,173**	**$1,995,077**	**$1,996,851**	**$2,028,820**	**$10,026,927**
Parks & Open Space								
61701 Median/Streetscapes Development	194,536	0	0	0	0	0	0	0
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
61826 Direct Costs - Design, Engineering, etc.	1	77,241	80,331	83,544	86,886	90,361	93,975	435,097
61839 Park Enhancements	54,813	0	0	0	0	0	0	0
61842 Infrastructure - Trails	260,197	200,000	175,000	175,000	175,000	175,000	200,000	900,000
61893 Infrastructure - Parks	319,666	-50,000	75,000	75,000	75,000	75,000	100,000	400,000
61919 Meadow Hills Building Renovation - CPF	104,933	0	0	0	0	0	0	0
62703 Great Plains Community Park (Bond)	13,447	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)	10,681	0	0	0	0	0	0	0
62708 Park Acquisitions - Bond	327	0	0	0	0	0	0	0
Total Parks & Open Space	**$1,088,018**	**$227,241**	**$330,331**	**$333,544**	**$336,886**	**$340,361**	**$393,975**	**$1,735,097**
Planning								
67740 Comprehensive Planning Studies	148,713	-59,000	0	0	0	0	0	0
Total Planning	**$148,713**	**($59,000)**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Police								
55713 District I Parking Lot	244,001	0	0	0	0	0	0	0
55715 Noritsu Mini Lab - Computer Replacement	113,000	0	0	0	0	0	0	0

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Fund\Department\Project\Title	Carryforward Appropriation 2007 [1]	2008 Projected Budget [2]	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Capital Projects Fund								
Police								
Total Police	**$357,001**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Public Works								
(New) Snow Removal Equipment	250,000	0	0	0	0	0	0	0
(New) Southeast Maintenance Facility	43,685	150,000	0	0	0	0	0	0
49702 Miscellaneous Street Improvements	206,962	650,000	300,000	300,000	300,000	300,000	300,000	1,500,000
49705 Sidewalk/ADA Improvements	12,303	250,000	225,000	200,000	200,000	200,000	250,000	1,075,000
49710 Traffic Signals - New	674,969	1,464,937	1,322,000	1,402,000	1,479,000	1,559,700	1,779,435	7,542,135
49712 Street Asphalt Overlay Program	649,501	7,337,830	7,300,465	7,519,479	7,745,063	7,977,415	8,216,737	38,759,159
49713 Concrete Repair Program	854,734	1,620,528	2,002,443	2,068,516	2,136,571	2,206,668	2,478,868	10,893,066
49721 Street Reconstruction	148,363	1,721,851	1,773,507	1,826,712	1,881,513	1,937,958	1,996,097	9,415,787
49743 Transportation Improvement Program	3,334,736	6,788,750	500,000	500,000	525,000	525,000	525,000	2,575,000
49752 Major Intersection Traffic Improvements	216,760	300,000	300,000	300,000	315,000	315,000	315,000	1,545,000
49753 Alley Construction, NW Aurora	173,709	308,000	0	0	0	0	396,900	396,900
49772 Sand Creek Parkway	212,187	-50,471	0	0	0	0	0	0
49779 Direct Costs - Design, Engineering, etc.	0	1,037,912	1,038,785	1,080,336	1,123,550	1,168,492	1,215,232	5,626,395
49785 Tower Road: I-70 to 38th Ave	614,635	0	0	0	0	0	0	0
49786 Traffic Signal Replacement Program	47,945	431,794	430,000	440,000	450,000	460,000	470,000	2,250,000
49791 6th Ave Widening: Airport Blvd to Tower Rd	99,044	-82,995	0	0	0	0	0	0
49793 Street Maintenance - Asphalt Overlay In House	0	572,577	589,754	607,447	625,670	644,440	663,773	3,131,084
49794 Street Maintenance - Chip Seal/Crack Seal	17,527	1,028,434	1,059,287	1,091,066	1,123,798	1,157,512	1,192,237	5,623,900

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Fund\Department\Project\Title	Carryforward Appropriation 2007 [1]	2008 Projected Budget [2]	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Capital Projects Fund								
Public Works								
49799 Service Line Undergrounding	386,517	-261,517	125,000	125,000	125,000	125,000	250,000	750,000
49806 38th Avenue: Tower (Himalaya) to Picadilly	441,993	-441,575	0	0	0	0	0	0
49810 Direct Costs - Capital Projects Coordinator	387	109,051	109,194	113,652	118,104	122,828	127,742	591,520
49819 School Traffic Control Device Study-Implementation	38,099	-12,500	0	0	0	0	0	0
49820 Traffic Signal Timing Study	590	250,000	0	0	250,000	0	0	250,000
49821 Bridge Maintenance	10,784	50,000	50,000	50,000	50,000	50,000	50,000	250,000
49822 Street Sweeping Heavy Equipment	1,795	-1,795	0	0	0	0	0	0
49823 Mid-Block Lighting	418	50,000	50,000	50,000	50,000	50,000	50,000	250,000
49824 Surveying, Testing, & Traffic Operations Equipment	53,866	0	0	0	0	0	0	0
49825 Stapleton Road Connections	400,000	0	400,000	0	0	0	0	400,000
49829 Wash Facility	0	401,000	0	0	0	0	0	0
49834 South Maintenance Facility	0	0	1,050,000	0	0	0	0	1,050,000
49902 Ptarmigan Park Fence Construction	64,915	-60,000	0	0	0	0	0	0
49910 Neighborhood Fence Design	483,290	756,000	50,000	50,000	50,000	50,000	50,000	250,000
Total Public Works	**$9,439,714**	**$24,367,811**	**$18,675,435**	**$17,724,208**	**$18,548,269**	**$18,850,013**	**$20,327,021**	**$94,124,946**
Total Capital Projects Fund	**$13,709,162**	**$30,015,318**	**$24,406,750**	**$22,838,919**	**$23,716,083**	**$23,993,226**	**$28,479,457**	**$123,434,435**

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Fund\Department\Project\Title	Carryforward Appropriation 2007 [1]	2008 Projected Budget [2]	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Conservation Trust Fund								
Library, Rec & Cultural Svcs								
(New) Bicentennial Miniature Golf Enhancements	0	0	0	0	0	100,000	0	100,000
(New) Del Mar Pool Bathhouse & Family Aquatics Center	0	0	0	0	200,000	1,938,000	500,000	2,638,000
(New) Meadowood Neighborhood Center Addition	0	0	0	0	0	40,000	400,000	440,000
(New) Moorhead Pool Bath House	0	0	0	0	0	0	150,000	150,000
(New) Parklane Pool Bath House	0	0	0	0	0	0	150,000	150,000
(New) Summer Valley Addition	0	0	0	0	0	0	55,000	55,000
(New) Village Green Sewer Hook Up	0	0	0	0	0	0	25,000	25,000
43726 Swimming Pool Infrastructure	18,826	641,891	0	50,000	0	0	50,000	100,000
43727 Beck Recreation Center Remodel	536,506	-536,506	1,000,000	4,500,000	0	0	0	5,500,000
43732 Recreation Infrastructure/Signage/Equipment	79,736	0	32,722	50,000	50,000	50,000	95,000	277,722
43733 Senior Center Addition	40,900	-38,542	0	0	0	0	0	0
Total Library, Rec & Cultural Svcs	**$675,968**	**$66,843**	**$1,032,722**	**$4,600,000**	**$250,000**	**$2,128,000**	**$1,425,000**	**$9,435,722**
Parks & Open Space								
61703 Infrastructure - Parks	932,909	915,000	283,000	143,000	315,000	410,000	530,000	1,681,000
61726 Acquisitions	208,149	150,000	0	0	0	0	0	0
61794 Infrastructure - Trails	761,918	0	0	0	0	0	0	0
61847 Infrastructure - Open Space	142,070	75,000	25,000	40,000	100,000	90,000	35,000	290,000
61848 New Park Development - Regional and Special Use	3,153	0	0	0	0	0	0	0

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Conservation Trust Fund								
Parks & Open Space								
61849 New Park Development - Neighborhood Parks	44,504	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	732,767	50,000	50,000	50,000	200,000	0	0	300,000
61887 Construction - Parks	1,169	0	1,375,000	800,000	775,000	600,000	600,000	4,150,000
Total Parks & Open Space	**$2,842,164**	**$1,190,000**	**$1,733,000**	**$1,033,000**	**$1,390,000**	**$1,100,000**	**$1,165,000**	**$6,421,000**
Total Conservation Trust Fund	**$3,518,132**	**$1,256,843**	**$2,765,722**	**$5,633,000**	**$1,640,000**	**$3,228,000**	**$2,590,000**	**$15,856,722**
Designated Revenues Fund								
Development Services								
71731 Fitzsimons Private Redevelopment	2,310,461	0	0	0	0	0	0	0
71732 Redevelopment Activities Program	175,000	775,000	0	0	0	0	0	0
Total Development Services	**$2,485,461**	**$775,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Information Technology								
37737 Technology Efficiency Improvement Initiative	423,089	250,000	0	0	0	0	0	0
Total Information Technology	**$423,089**	**$250,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Neighborhood Services								
64710 Pet Crematory	0	150,000	0	0	0	0	0	0
Total Neighborhood Services	**$0**	**$150,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Non-Departmental								
25719 DIA Noise Mitigation	214,877	2,322,400	0	0	0	0	0	0
25746 AMC Building Completion	17,562	0	0	0	0	0	0	0

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Designated Revenues Fund								
Non-Departmental								
Total Non-Departmental	**$232,439**	**$2,322,400**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Parks & Open Space								
61899 Morrison Center	132,450	0	0	0	0	0	0	0
61900 Construction - Parks	125,000	0	300,000	0	300,000	0	0	600,000
61913 Construction - Open Space	233,000	600,000	0	0	0	0	0	0
61915 Infrastructure - Open Space	106,489	0	25,000	75,000	25,000	25,000	35,000	185,000
61921 Infrastructure - Parks	0	180,000	25,000	200,000	15,000	375,000	365,000	980,000
61922 Infrastructure - Trails	0	75,000	0	0	0	0	0	0
Total Parks & Open Space	**$596,939**	**$855,000**	**$350,000**	**$275,000**	**$340,000**	**$400,000**	**$400,000**	**$1,765,000**
Public Works								
49807 Transfer Traffic Impact Fees for Timing Study	0	200,000	0	0	0	0	0	0
49826 Arapahoe Road/E-470 - City Share	200,000	-53,875	0	0	0	0	0	0
49827 Picadilly Road Improvements - City Share	320,000	0	0	0	0	0	0	0
Total Public Works	**$520,000**	**$146,125**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Total Designated Revenues Fund	**$4,257,928**	**$4,498,525**	**$350,000**	**$275,000**	**$340,000**	**$400,000**	**$400,000**	**$1,765,000**
Enhanced E-911 Fund								
General Management								
(New) Power Reliability Tallyn's Reach Dispatch Center	0	0	150,000	0	0	0	0	150,000
Total General Management	**$0**	**$0**	**$150,000**	**$0**	**$0**	**$0**	**$0**	**$150,000**

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Enhanced E-911 Fund								
Information Technology								
(New) 800 MHz Portable and Mobile Replacement	0	0	0	0	0	985,640	1,015,209	2,000,849
(New) E911 Additional Storage	0	0	175,000	0	0	0	0	175,000
(New) E-911 Answering System Upgrade	0	0	400,000	0	0	0	0	400,000
(New) Fire Station Toning	0	0	125,000	0	0	0	0	125,000
37729 800 MHz Radio Expansion	779,748	1,707,182	1,706,682	1,708,882	1,710,000	1,710,000	1,710,000	8,545,564
37733 MDC Infrastructure Replacement	552,972	524,310	260,000	415,169	519,970	597,976	606,645	2,399,760
37734 Computer Aided Dispatch System Replacement	0	0	0	350,000	0	0	0	350,000
37736 E-911 Recorder	0	200,000	0	0	0	0	0	0
Total Information Technology	**$1,332,720**	**$2,431,492**	**$2,666,682**	**$2,474,051**	**$2,229,970**	**$3,293,616**	**$3,331,854**	**$13,996,173**
Total Enhanced E-911 Fund	**$1,332,720**	**$2,431,492**	**$2,816,682**	**$2,474,051**	**$2,229,970**	**$3,293,616**	**$3,331,854**	**$14,146,173**
Gifts & Grants Fund								
Parks & Open Space								
(New) GOCO Red-Tailed Hawk Park - Phase II	0	200,000	0	0	0	0	0	0
61710 Cherry Creek Bike Path	125,000	0	0	0	0	0	0	0
61820 Sand Creek Corridor - Private	101,035	0	0	0	0	0	0	0
61834 Sports Park Construction - Great Outdoors Colorado	46,089	40,800	0	0	0	0	0	0
61854 Fitzsimons Pond/Guard Houses	64	0	0	0	0	0	0	0
61869 Adams County OS Grant	1,919	7,447	0	0	0	0	0	0
61907 Black Forest Acquisition ArCo Grant	235,060	37,066	0	0	0	0	0	0
61908 Senac Creek Acquisition ArCo Grant	191,551	31,173	0	0	0	0	0	0

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Fund\Department\Project\Title	Carryforward Appropriation 2007 [1]	2008 Projected Budget [2]	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Gifts & Grants Fund								
Parks & Open Space								
61916 AWQUA Exhibits	13,471	1,512	0	0	0	0	0	0
61917 Coal Creek Adventure Park	54,885	7,681	0	0	0	0	0	0
61923 Red-Tailed Hawk Park ArCo Grant	0	250,000	0	0	0	0	0	0
61925 Adams County Acquisitions	0	140,000	0	0	0	0	0	0
Total Parks & Open Space	**$769,074**	**$715,679**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Public Works								
49763 Fitzsimons Landfill Remediation Grant	290,131	-59,209	0	0	0	0	0	0
49808 Intelligent Transport System	9,796	-9,796	0	0	0	0	0	0
49831 DRCOG Grant for Miscellaneous Equipment	0	61,062	0	0	0	0	0	0
49832 DRCOG TSSIP Grant Award	0	900,000	450,000	450,000	430,000	0	0	1,330,000
Total Public Works	**$299,927**	**$892,057**	**$450,000**	**$450,000**	**$430,000**	**$0**	**$0**	**$1,330,000**
Total Gifts & Grants Fund	**$1,069,001**	**$1,607,736**	**$450,000**	**$450,000**	**$430,000**	**$0**	**$0**	**$1,330,000**
Golf Courses Fund								
Parks & Open Space								
(New) Golf - Equipment Storage Building	0	0	0	100,000	0	0	0	100,000
61560 Golf - Water Conservation Projects	12,648	0	50,000	0	50,000	50,000	50,000	200,000
61561 Golf - Restroom Replacements and Upgrades	50,000	0	0	0	0	0	0	0
61562 Golf - Murphy Creek Landscaping	25,525	0	0	0	0	0	0	0
61563 Golf - Tee Time System	4,961	0	0	0	0	0	0	0
61566 Golf - Centre Hills Pond Dredging	87,639	0	0	0	0	0	0	0

2009 - 2013 Capital Improvement Program
Projects as Adopted by City Council without Aurora Water

Fund\Department\Project\Title	Carryforward Appropriation 2007 [1]	2008 Projected Budget [2]	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Golf Courses Fund								
Parks & Open Space								
61585 Golf - Hardscape Improvements	57,263	30,000	30,000	0	30,000	30,000	30,000	120,000
61586 Golf - Facility Enhancement	44,248	80,000	50,000	50,000	50,000	50,000	50,000	250,000
61597 Golf - Springhill Irrigation System Upgrade	195,627	0	0	0	0	0	0	0
61605 Golf - Art in Public Places (Transfer to Cultural)	6,500	0	0	0	0	0	0	0
Total Parks & Open Space	**$484,411**	**$110,000**	**$130,000**	**$150,000**	**$130,000**	**$130,000**	**$130,000**	**$670,000**
Total Golf Courses Fund	**$484,411**	**$110,000**	**$130,000**	**$150,000**	**$130,000**	**$130,000**	**$130,000**	**$670,000**
Parks Development Fund								
Parks & Open Space								
61760 Cherry Creek Bike Path	61,000	0	0	0	0	0	0	0
61894 Construction - Parks, Parks Development Fund	1,228,085	1,780,147	851,039	77,472	0	0	0	928,511
61898 Havana West Construction - PDF	77,642	-77,642	0	0	0	0	0	0
Total Parks & Open Space	**$1,366,727**	**$1,702,505**	**$851,039**	**$77,472**	**$0**	**$0**	**$0**	**$928,511**
Total Parks Development Fund	**$1,366,727**	**$1,702,505**	**$851,039**	**$77,472**	**$0**	**$0**	**$0**	**$928,511**
Total Capital Improvement Program (Excluding Aurora Water)	**$31,120,460**	**$45,820,918**	**$37,562,134**	**$36,055,663**	**$33,384,474**	**$36,247,339**	**$40,243,248**	**$183,492,858**

1 Figures represent previous years unspent appropriation as of December 31, 2007, as reported in the 2007 Comprehensive Annual Financial Report.

2 Figures represent an estimate of how the 2008 adopted budget will be amended by year-end 2008. This column includes the 2008 adopted budget plus budget transfers, Fall 2007 and Spring 2008 budget amendments, and contemplated amendments, transfers and lapses for the remainder of 2008. A negative figure is generally the result of the application of a budget reduction to a project with unspent prior year appropriation.

2009 - 2013 Capital Improvement Program
Aurora Water Projects as Adopted by City Council

Fund\Department\Project\Title	Carryforward Appropriation 2007 [1]	2008 Projected Budget [2]	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Wastewater Fund								
Sewer Development								
Collection	8,987,692	388,437	3,017,774	1,423,125	1,405,157	10,504,789	10,311,781	26,662,626
Developer Related Project	5,511,726	-2,075,247	1,590,452	1,618,242	1,752,512	7,234,265	2,477,080	14,672,551
Facilities	5,976,212	27,807	0	0	0	8,954,304	13,774,200	22,728,504
Planning & Management	83,193	227,323	447,815	395,499	338,156	359,507	290,128	1,831,105
Total Sewer Development Subfund	**$20,558,823**	**($1,431,680)**	**$5,056,041**	**$3,436,866**	**$3,495,825**	**$27,052,865**	**$26,853,189**	**$65,894,786**
Sewer System Improvement								
Collection	1,252,447	2,808,361	2,285,644	2,490,825	1,924,664	3,764,319	2,895,365	13,360,817
Facilities	4,984,143	3,035,575	2,564,785	1,198,800	0	0	0	3,763,585
Operations Project	2,636,930	2,121,697	6,729,190	6,593,400	6,801,850	6,998,200	8,509,800	35,632,440
Planning & Management	287,799	340,985	567,160	520,811	1,088,083	497,663	435,193	3,108,910
Total Sewer Operations Subfund	**$9,161,319**	**$8,306,618**	**$12,146,779**	**$10,803,836**	**$9,814,597**	**$11,260,182**	**$11,840,358**	**$55,865,752**
Storm Drain Development								
Planning & Management	327,500	264,552	410,779	356,612	297,323	233,440	245,112	1,543,266
Storm Water	7,632,984	-3,424,126	744,469	3,803,820	2,104,660	3,744,920	3,912,867	14,310,736
Total Storm Drainage Development SF	**$7,960,484**	**($3,159,574)**	**$1,155,248**	**$4,160,432**	**$2,401,983**	**$3,978,360**	**$4,157,979**	**$15,854,002**
Storm Drain System Improvement								
Operations Project	2,135,400	0	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Planning & Management	302,500	110,577	511,606	462,480	408,486	350,160	367,667	2,100,399
Storm Water	13,676,115	6,368,000	11,728,424	9,220,559	4,546,060	7,270,090	3,528,678	36,293,811
Total Storm Drainage Operations	**$16,114,015**	**$6,478,577**	**$13,740,030**	**$11,183,039**	**$6,454,546**	**$9,120,250**	**$5,396,345**	**$45,894,210**
Total Wastewater Fund	**$53,794,641**	**$10,193,941**	**$32,098,098**	**$29,584,173**	**$22,166,951**	**$51,411,657**	**$48,247,871**	**$183,508,750**

2009 - 2013 Capital Improvement Program
Aurora Water Projects as Adopted by City Council

Fund\Department\Project\Title	Carryforward Appropriation 2007 [1]	2008 Projected Budget [2]	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Water Fund								
Water Development								
Developer Related Project	3,554,136	-2,636,967	3,843,818	3,000,000	3,402,783	5,191,822	3,966,355	19,404,778
Facilities	1,881,760	211,784	749,497	931,357	0	2,162,712	18,966,428	22,809,994
Land & Water Acquisition	15,521,020	6,460,380	9,115,245	2,109,518	21,225,620	114,516	117,828	32,682,727
Operations Project	308,814	-7,132	278,825	289,775	299,700	154,588	159,050	1,181,938
Other Water Resources	1,660,927	-308,880	2,159,100	2,198,801	2,236,701	1,904,120	1,559,200	10,057,922
Planning & Management	529,044	663,392	996,982	1,017,299	788,052	1,061,355	1,033,073	4,896,761
Prairie Waters Project	46,013,676	74,619,158	93,485,990	21,112,067	0	0	0	114,598,057
Raw Water	2,663,285	9,421,686	750,000	750,000	11,224,130	4,035,931	1,928,846	18,688,907
Storage	2,302,497	8,470,924	7,392,728	6,600,485	6,613,276	6,673,040	1,445,890	28,725,419
Transmission & Distribution	6,548,032	441,846	0	0	0	318,100	327,300	645,400
Total Water Development Subfund	**$80,983,191**	**$97,336,191**	**$118,772,185**	**$38,009,302**	**$45,790,262**	**$21,616,184**	**$29,503,970**	**$253,691,903**
Water System Improvement								
Facilities	1,912,959	361,395	2,605,478	0	0	599,400	0	3,204,878
Land & Water Acquisition	10,825,829	2,687,295	3,198,415	763,112	7,275,207	76,344	78,552	11,391,630
Operations Project	1,617,038	1,504,041	2,565,848	953,198	989,667	154,588	159,050	4,822,351
Other Water Resources	1,236,917	630,600	1,275,010	1,318,680	1,978,720	1,654,120	1,309,200	7,535,730
Planning & Management	533,903	826,073	1,286,348	1,201,253	1,107,079	1,271,122	1,321,369	6,187,171
Prairie Waters Project	73,049,041	111,091,313	140,228,986	31,668,100	0	0	0	171,897,086
Raw Water	4,541,374	13,351,885	1,439,550	2,771,650	19,942,564	4,968,057	1,608,311	30,730,132
Storage	1,937,381	4,105,608	5,425,041	3,969,892	3,482,683	4,042,447	2,315,297	19,235,360
Transmission & Distribution	20,215,671	9,522,189	4,830,715	6,875,620	6,801,850	7,952,500	8,182,500	34,643,185
Total Water Operations Subfund	**$115,870,113**	**$144,080,399**	**$162,855,391**	**$49,521,505**	**$41,577,770**	**$20,718,578**	**$14,974,279**	**$289,647,523**
Total Water Fund	**$196,853,304**	**$241,416,590**	**$281,627,576**	**$87,530,807**	**$87,368,032**	**$42,334,762**	**$44,478,249**	**$543,339,426**

2009 - 2013 Capital Improvement Program
Aurora Water Projects as Adopted by City Council

Fund\Department\Project\Title	Carryforward Appropriation 2007 [1]	2008 Projected Budget [2]	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Total Aurora Water	**$250,647,945**	**$251,610,531**	**$313,725,674**	**$117,114,980**	**$109,534,983**	**$93,746,419**	**$92,726,120**	**$726,848,176**
Total Capital Improvement Program	**$281,768,405**	**$297,431,449**	**$351,287,808**	**$153,170,643**	**$142,919,457**	**$129,993,758**	**$132,969,368**	**$910,341,034**

1 Figures represent previous years unspent appropriation as of December 31, 2007, as reported in the 2007 Comprehensive Annual Financial Report.

2 Figures represent an estimate of how the 2008 adopted budget will be amended by year-end 2008. This column includes the 2008 adopted budget plus budget transfers, Fall 2007 and Spring 2008 budget amendments, and contemplated amendments, transfers and lapses for the remainder of 2008. A negative figure is generally the result of the application of a budget reduction to a project with unspent prior year appropriation.

Capital Program Amendments Detail

Arapahoe County Open Space Fund

Parks & Open Space

Project: Acquisitions (61901)

Adjustments reflect changes to the five year plan. Due to operating funding constraints for the maintenance of new parks, the Parks and Open Space Department is currently diverting acquisition funding to the improvement and enhancement of existing parks. Adjustments also reflect the addition of 2013 appropriation.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	200,000	250,000	0	0	0
2009 Budget	0	0	0	0	0	350,000
Budget Change	**$0**	**($200,000)**	**($250,000)**	**$0**	**$0**	**$350,000**

Project: Construction - Open Space (61892)

The adjustment to the five year plan reflects changes in timing, funding levels, and inclusion of various projects, in addition to the inclusion of the 2013 plan. Major planned projects include funding for Quincy Reservoir trail completion and Tollgate Bridge in 2010, the High Line Canal underpass & interpretive signage in 2011, and Heritage Farms (Parklands) in 2012 and 2013 along with Quincy Reservoir upgrades in 2013.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	0	260,000	650,000	250,000	0
2009 Budget	0	0	460,000	550,000	250,000	450,000
Budget Change	**$0**	**$0**	**$200,000**	**($100,000)**	**$0**	**$450,000**

Project: Construction - Parks (61902)

The adjustment to the five year plan reflects changes in timing, funding levels, and inclusion of various projects, in addition to the inclusion of the 2013 plan. Major planned projects include Springhill Park in 2009, Kalispell Park and Bicentennial Park Arboretum upgrades in 2010, and Del Mar Park Phase I renovation in 2012.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	2,034,000	3,250,000	775,000	1,500,000	600,000	0
2009 Budget	2,034,000	2,800,000	572,528	0	300,000	0
Budget Change	**$0**	**($450,000)**	**($202,472)**	**($1,500,000)**	**($300,000)**	**$0**

Project: Infrastructure - Open Space (61906)

The adjustment to the five year plan reflects changes in timing, funding levels, and inclusion of various projects, in addition to the inclusion of the 2013 plan. Major planned projects include the Aurora Reservoir entry station in 2009, natural area restoration in 2009 and 2010, Aurora Reservoir upgrades from 2011 through 2013, and small open space infrastructure projects throughout the 5 year plan.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	75,000	50,000	50,000	50,000	300,000	0
2009 Budget	75,000	475,000	100,000	250,000	300,000	300,000
Budget Change	**$0**	**$425,000**	**$50,000**	**$200,000**	**$0**	**$300,000**

Capital Program Amendments Detail

Arapahoe County Open Space Fund

Parks & Open Space

Project: Infrastructure - Parks (61903)

The adjustment to the five year plan reflects changes in timing, funding levels, and inclusion of various projects, in addition to the inclusion of the 2013 plan. Major planned projects include irrigation controller renovation in 2011, shelter replacement from 2011 through 2013, and continued playground renovation, park and open space signage, park tree planting, and park path replacement throughout the five year plan.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	150,000	325,000	1,795,000	790,000	2,100,000	0
2009 Budget	150,000	400,000	1,000,000	1,340,000	1,825,000	1,675,000
Budget Change	**$0**	**$75,000**	**($795,000)**	**$550,000**	**($275,000)**	**$1,675,000**

Project: Infrastructure - Trails (61835)

The adjustment to the five year plan reflects changes in timing, funding levels, and inclusion of various projects, in addition to the inclusion of the 2013 plan. Major planned projects include funding in 2011 for Seven Hills/Unnamed Creek Bridge Trail and the continuation of City-wide trail replacement from 2011 through 2013.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	-75,000	0	0	550,000	250,000	0
2009 Budget	-75,000	0	0	750,000	500,000	500,000
Budget Change	**$0**	**$0**	**$0**	**$200,000**	**$250,000**	**$500,000**

Parks & Open Space Changes Total:	**$0**	**($150,000)**	**($997,472)**	**($650,000)**	**($325,000)**	**$3,275,000**

Arapahoe County Open Space Fund Amendment Totals:

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	**$2,265,913**	**$3,909,370**	**$3,216,902**	**$3,630,378**	**$3,593,993**	**$97,753**
2009 Budget	**$2,265,913**	**$3,759,370**	**$2,219,430**	**$2,980,378**	**$3,268,993**	**$3,372,753**
Budget Change	**$0**	**($150,000)**	**($997,472)**	**($650,000)**	**($325,000)**	**$3,275,000**

Capital Program Amendments Detail

Bond Proceeds Fund

Parks & Open Space

Project: Red Tailed Hawk Park (61924)

Increased appropriation of remaining 2009 bond proceeds in 2009 for park construction.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	27,739	0	0	0	0	0
2009 Budget	27,739	126,980	0	0	0	0
Budget Change	**$0**	**$126,980**	**$0**	**$0**	**$0**	**$0**
Parks & Open Space Changes Total:	**$0**	**$126,980**	**$0**	**$0**	**$0**	**$0**

Bond Proceeds Fund Amendment Totals:

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
2009 Budget	**$0**	**$126,980**	**$0**	**$0**	**$0**	**$0**
Budget Change	**$0**	**$126,980**	**$0**	**$0**	**$0**	**$0**

Capital Program Amendments Detail

Capital Projects Fund

Finance

Project: Direct Costs Financial Services (34017)

Changes reflect update in projected direct costs.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	109,879	114,274	118,845	123,599	128,543	133,685
2009 Budget	109,879	139,545	145,127	150,932	156,969	163,248
Budget Change	**$0**	**$25,271**	**$26,282**	**$27,333**	**$28,426**	**$29,563**

Project: Financial Systems (Accounting, T&L, and Budget) (34702)

Funds for System Enhancements in 2009 and 2010 have been eliminated. Existing carry-forward funds will be used for necessary system enhancements.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	25,000	25,000	25,000	25,000	25,000	25,000
2009 Budget	25,000	0	0	25,000	25,000	25,000
Budget Change	**$0**	**($25,000)**	**($25,000)**	**$0**	**$0**	**$0**

Finance Changes Total:	**$0**	**$271**	**$1,282**	**$27,333**	**$28,426**	**$29,563**

Fire

Project: New Permanent Fire Station - Murphy Creek (New)

As a result of slowing development, funding for the permanent Murphy Creek Fire Station is being moved out one year, from 2012 to 2013. This change also allowed the CPF to show a positive balance in every year.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	0	0	0	2,900,000	0
2009 Budget	0	0	0	0	0	2,900,000
Budget Change	**$0**	**$0**	**$0**	**$0**	**($2,900,000)**	**$2,900,000**

Project: New Permanent Fire Station - Northeast Area (New)

The Northeast Fire Station will not be needed due to slower than anticipated development in the area. In 2008, $2.9 million will be lapsed in the fall supplemental, offset by a $500,000 lapse of revenue for a net change of $2.4 million.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	2,900,000	0	0	0	0	0
2009 Budget	0	0	0	0	0	0
Budget Change	**($2,900,000)**	**$0**	**$0**	**$0**	**$0**	**$0**

Fire Changes Total:	**($2,900,000)**	**$0**	**$0**	**$0**	**($2,900,000)**	**$2,900,000**

Capital Program Amendments Detail

Capital Projects Fund

General Management

Project: Direct Costs Purchasing Services (40032)

Changes reflect adjustments to direct cost projections.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	422,348	439,242	456,812	475,084	494,087	513,850
2009 Budget	422,348	385,853	401,287	417,339	434,032	451,393
Budget Change	**$0**	**($53,389)**	**($55,525)**	**($57,745)**	**($60,055)**	**($62,457)**

Project: Security System Expansion for AMC (40735)

New appropriation for matching funds to support a request for a Homeland Security grant to expand access controls and video surveillance systems at the Aurora Municipal Center (AMC). This appropriation increases the chance of receiving a matching funds grant.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	0	0	0	0	0
2009 Budget	0	119,000	0	0	0	0
Budget Change	**$0**	**$119,000**	**$0**	**$0**	**$0**	**$0**

General Management Changes Total:	**$0**	**$65,611**	**($55,525)**	**($57,745)**	**($60,055)**	**($62,457)**

Information Technology

Project: Collection of the Urban Service Extension Fee (37735)

The Urban Service Extension Fee will no longer be collected; therefore, a fall supplemental will lapse the total project cost in 2008.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	0	0	0	0	0
2009 Budget	-200,000	0	0	0	0	0
Budget Change	**($200,000)**	**$0**	**$0**	**$0**	**$0**	**$0**

Project: Strategic Information Systems (37707)

Lapse funds in a fall supplemental. Projects have been completed.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	0	0	0	0	0
2009 Budget	-25,811	0	0	0	0	0
Budget Change	**($25,811)**	**$0**	**$0**	**$0**	**$0**	**$0**

Information Technology Changes Total:	**($225,811)**	**$0**	**$0**	**$0**	**$0**	**$0**

Capital Program Amendments Detail

Capital Projects Fund

Non-Departmental

Project: Art in Public Places (Transfer to Cultural Fund) (25082)

Lower costs are based on the statutory formula applied to lower use tax revenue projections.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	200,000	200,000	200,000	200,000	200,000	200,000
2009 Budget	164,470	155,206	133,373	136,277	138,051	170,020
Budget Change	**($35,530)**	**($44,794)**	**($66,627)**	**($63,723)**	**($61,949)**	**($29,980)**
Non-Departmental Changes Total:	**($35,530)**	**($44,794)**	**($66,627)**	**($63,723)**	**($61,949)**	**($29,980)**

Parks & Open Space

Project: Infrastructure - Parks (61893)

The adjustments to the five year plan include the elimination of $100,000 of athletic field renovation funding by reducing $25,000 per year through 2012. Adjustments also include the addition of the 2013 plan.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	100,000	100,000	100,000	100,000	100,000	100,000
2009 Budget	-50,000	75,000	75,000	75,000	75,000	100,000
Budget Change	**($150,000)**	**($25,000)**	**($25,000)**	**($25,000)**	**($25,000)**	**$0**

Project: Infrastructure - Trails (61842)

The adjustments to the five year plan include the elimination of $100,000 of funding for trails infrastructure by reducing $25,000 per year through 2012. Adjustments also include the addition of the 2013 plan.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	200,000	200,000	200,000	200,000	200,000	200,000
2009 Budget	200,000	175,000	175,000	175,000	175,000	200,000
Budget Change	**$0**	**($25,000)**	**($25,000)**	**($25,000)**	**($25,000)**	**$0**

Project: Median/Streetscapes Development (61701)

Eliminate Airport Blvd corner hardscape / landscape development until a later date.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	367,512	0	0	0	0
2009 Budget	0	0	0	0	0	0
Budget Change	**$0**	**($367,512)**	**$0**	**$0**	**$0**	**$0**
Parks & Open Space Changes Total:	**($150,000)**	**($417,512)**	**($50,000)**	**($50,000)**	**($50,000)**	**$0**

Capital Program Amendments Detail

Capital Projects Fund

Planning

Project: Comprehensive Planning Studies (67740)

Lapse remaining project funds in 2008 as the scope of the studies has changed and remaining funds are not needed.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	0	0	0	0	0
2009 Budget	-59,000	0	0	0	0	0
Budget Change	**($59,000)**	**$0**	**$0**	**$0**	**$0**	**$0**
Planning Changes Total:	**($59,000)**	**$0**	**$0**	**$0**	**$0**	**$0**

Public Works

Project: 38th Avenue: Tower (Himalaya) to Picadilly (49806)

Lapse excess appropriation based upon developer participation for Phase I of the project. This phase of the project came in under projection; therefore, the revenues from an Intergovernmental Agreement (IGA) with Denver and developer participation were less than expected.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	-300,575	0	0	0	0	0
2009 Budget	-441,575	0	0	0	0	0
Budget Change	**($141,000)**	**$0**	**$0**	**$0**	**$0**	**$0**

Project: 6th Ave Widening: Airport Blvd to Tower Rd (49791)

Preliminary design is completed. Fund balance will be lapsed, as final design will be deferred until full funding is available.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	0	0	0	0	0
2009 Budget	-82,995	0	0	0	0	0
Budget Change	**($82,995)**	**$0**	**$0**	**$0**	**$0**	**$0**

Project: Alley Construction, NW Aurora (49753)

In an effort to reduce spending in the Capital Projects Fund (CPF), the CPF portion's funding of Alley Construction is eliminated 2009 through 2012. At the end of 2008, it is estimated that 204 alleys in Northwest Aurora will remain to be paved. This elimination will reduce the number of alleys that can be paved each year by approximately 50 percent. In 2013, funding is restored with a 5 percent inflationary increase.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	308,000	324,000	342,000	360,000	378,000	396,900
2009 Budget	308,000	0	0	0	0	396,900
Budget Change	**$0**	**($324,000)**	**($342,000)**	**($360,000)**	**($378,000)**	**$0**

Capital Program Amendments Detail

Capital Projects Fund

Public Works

Project: Concrete Repair Program (49713)

This is an ongoing program with 3 percent annual increases to cover the increasing costs of the program. In 2008, carry-forward funds of $317,766 were lapsed. A reduction of $200,000 per year is proposed in 2008 through 2012. In 2013, funding is fully restored with the 3 percent increase for rising costs. The reductions as currently proposed will not have an immediate impact on the maintenance of concrete infrastructure; over the past few years, the department has been able to eliminate the backlog in requests for concrete repair. The cuts will, over time, impact the ability to respond in a timely manner to citizen requests. Each year work is delayed increases the chances that major repair or reconstructive work will be needed.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	2,138,294	2,202,443	2,268,516	2,336,571	2,406,668	2,478,868
2009 Budget	1,620,528	2,002,443	2,068,516	2,136,571	2,206,668	2,478,868
Budget Change	**($517,766)**	**($200,000)**	**($200,000)**	**($200,000)**	**($200,000)**	**$0**

Project: Direct Costs - Capital Projects Coordinator (49810)

Changes represent adjustments to direct cost projections.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	109,051	113,413	117,950	122,668	127,574	132,676
2009 Budget	109,051	109,194	113,652	118,104	122,828	127,742
Budget Change	**$0**	**($4,219)**	**($4,298)**	**($4,564)**	**($4,746)**	**($4,934)**

Project: Direct Costs - Design, Engineering, etc. (49779)

Changes represent adjustments to direct cost projections.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	1,037,912	1,079,428	1,122,606	1,167,510	1,214,210	1,262,778
2009 Budget	1,037,912	1,038,785	1,080,336	1,123,550	1,168,492	1,215,232
Budget Change	**$0**	**($40,643)**	**($42,270)**	**($43,960)**	**($45,718)**	**($47,546)**

Project: Ptarmigan Park Fence Construction (49902)

Project is near completion; excess funds will be lapsed in the 2008 fall supplemental.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	0	0	0	0	0
2009 Budget	-60,000	0	0	0	0	0
Budget Change	**($60,000)**	**$0**	**$0**	**$0**	**$0**	**$0**

Capital Program Amendments Detail

Capital Projects Fund

Public Works

Project: Sand Creek Parkway (49772)

Project is complete; excess funds will be lapsed in the 2008 fall supplemental.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	0	0	0	0	0
2009 Budget	-50,471	0	0	0	0	0
Budget Change	**($50,471)**	**$0**	**$0**	**$0**	**$0**	**$0**

Project: School Traffic Control Device Study-Implementation (49819)

Project allows for implementation of the recommendations for addressing traffic safety near schools. Project costs came in lower than anticipated; excess funds will be lapsed in the 2008 fall supplemental.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	0	0	0	0	0
2009 Budget	-12,500	0	0	0	0	0
Budget Change	**($12,500)**	**$0**	**$0**	**$0**	**$0**	**$0**

Project: Service Line Undergrounding (49799)

In 2008, carry-forward funds of $386,517 were lapsed. An additional reduction of $125,000 per year is proposed 2008 through 2012 for a total reduction of $1,011,517. Funding is restored to its original budget of $250,000 in 2013. This reduction slows the conversion of overhead utility lines on wood poles to underground facilities that will enhance the safety and aesthetic appeal of neighborhoods.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	250,000	250,000	250,000	250,000	250,000	250,000
2009 Budget	-261,517	125,000	125,000	125,000	125,000	250,000
Budget Change	**($511,517)**	**($125,000)**	**($125,000)**	**($125,000)**	**($125,000)**	**$0**

Project: Sidewalk/ADA Improvements (49705)

The program is reduced by $25,000 in 2009 and by $50,000 in 2010-2012 for a total reduction of $175,000, as the department has completed the program started 10 years ago to provide a handicap accessible ramp at every street corner. The program will be restored to its original funding in 2013 in order to maintain the ability to comply with changing Federal guidelines to ensure that curb ramps meet Americans with Disabilities Act (ADA) requirements.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	250,000	250,000	250,000	250,000	250,000	250,000
2009 Budget	250,000	225,000	200,000	200,000	200,000	250,000
Budget Change	**$0**	**($25,000)**	**($50,000)**	**($50,000)**	**($50,000)**	**$0**

Capital Program Amendments Detail

Capital Projects Fund

Public Works

Project: South Maintenance Facility (49834)

In 2009 and 2010, reduced total appropriation by $3,564,000. This reduction will allow only minimal, urgent upgrades to the facility rather than a complete reconstruction. Planned site improvements, replacements of Parks buildings, and expansion of equipment and materials storage will not be completed.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	2,000,000	2,614,000	0	0	0
2009 Budget	0	1,050,000	0	0	0	0
Budget Change	**$0**	**($950,000)**	**($2,614,000)**	**$0**	**$0**	**$0**

Project: Street Sweeping Heavy Equipment (49822)

Project is completed. Fund balance can lapse.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	0	0	0	0	0
2009 Budget	-1,795	0	0	0	0	0
Budget Change	**($1,795)**	**$0**	**$0**	**$0**	**$0**	**$0**

Project: Traffic Signals - New (49710)

In 2008, there is a net addition of $146,887 for unanticipated revenues from Arapahoe County. In 2008-2012, the plan has been reduced by $135,000 per year, resulting in one less traffic signal installed each year. The immediate impact will be limited as the recent slowdown in growth has resulted in fewer traffic signals needed. In 2013, funding is fully restored, including a 5 percent increase to cover rising costs.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	1,318,250	1,457,000	1,537,000	1,614,000	1,694,700	1,779,435
2009 Budget	1,464,937	1,322,000	1,402,000	1,479,000	1,559,700	1,779,435
Budget Change	**$146,687**	**($135,000)**	**($135,000)**	**($135,000)**	**($135,000)**	**$0**

Public Works Changes Total:	**($1,231,357)**	**($1,803,862)**	**($3,512,568)**	**($918,524)**	**($938,464)**	**($52,480)**

Capital Projects Fund Amendment Totals:

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	**$34,617,016**	**$26,607,036**	**$26,522,357**	**$24,778,742**	**$27,975,268**	**$25,694,811**
2009 Budget	**$30,015,318**	**$24,406,750**	**$22,838,919**	**$23,716,083**	**$23,993,226**	**$28,479,457**
Budget Change	**($4,601,698)**	**($2,200,286)**	**($3,683,438)**	**($1,062,659)**	**($3,982,042)**	**$2,784,646**

Capital Program Amendments Detail

Conservation Trust Fund

Library, Rec & Cultural Svcs

Project: Beck Recreation Center Remodel (43727)

The adjustment to the five year plan reflects changes in timing, project cost and funding levels. This renovation is planned to start in 2009 and reach completion in 2010.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	3,548,932	600,000	0	0	0
2009 Budget	-536,506	1,000,000	4,500,000	0	0	0
Budget Change	**($536,506)**	**($2,548,932)**	**$3,900,000**	**$0**	**$0**	**$0**

Project: Del Mar Pool Bathhouse & Family Aquatics Center (New)

The adjustment to the five year plan reflects changes in timing, funding availability, and the addition of the 2013 plan.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	0	0	200,000	2,021,000	0
2009 Budget	0	0	0	200,000	1,938,000	500,000
Budget Change	**$0**	**$0**	**$0**	**$0**	**($83,000)**	**$500,000**

Project: Meadowood Neighborhood Center Addition (New)

The adjustment to the five year plan reflects changes in timing and funding availability. The project is now planned to start in 2012 and reach completion in 2013.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	0	40,000	400,000	0	0
2009 Budget	0	0	0	0	40,000	400,000
Budget Change	**$0**	**$0**	**($40,000)**	**($400,000)**	**$40,000**	**$400,000**

Project: Moorhead Pool Bath House (New)

The adjustment to the five year plan reflects the addition of the 2013 plan.

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	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	0	0	0	0	0
2009 Budget	0	0	0	0	0	150,000
Budget Change	**$0**	**$0**	**$0**	**$0**	**$0**	**$150,000**

Project: Parklane Pool Bath House (New)

The adjustment to the five year plan reflects the addition of the 2013 plan.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	0	0	0	0	0
2009 Budget	0	0	0	0	0	150,000
Budget Change	**$0**	**$0**	**$0**	**$0**	**$0**	**$150,000**

Capital Program Amendments Detail

Conservation Trust Fund

Library, Rec & Cultural Svcs

Project: Recreation Infrastructure/Signage/Equipment (43732)

The adjustment to the five year plan reflects changes in timing, funding availability, and the addition of the 2013 plan.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	0	100,000	0	100,000	0
2009 Budget	0	32,722	50,000	50,000	50,000	95,000
Budget Change	**$0**	**$32,722**	**($50,000)**	**$50,000**	**($50,000)**	**$95,000**

Project: Senior Center Addition (43733)

Adjustments reflect the lapsing of the unused appropriation for the project.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	0	0	0	0	0
2009 Budget	-38,542	0	0	0	0	0
Budget Change	**($38,542)**	**$0**	**$0**	**$0**	**$0**	**$0**

Project: Summer Valley Addition (New)

The adjustment to the five year plan reflects the addition of the 2013 plan.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	0	0	0	0	0
2009 Budget	0	0	0	0	0	55,000
Budget Change	**$0**	**$0**	**$0**	**$0**	**$0**	**$55,000**

Project: Swimming Pool Infrastructure (43726)

The funding adjustment in 2008 relects a change in the Meadow Hills Pool project. Funding for the project is also programmed in the Capital Projects Fund and Building Repair Fund. Changes to 2009-2013 were made based on the availability of funding for pool infrastructure projects.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	660,717	0	75,000	0	48,000	0
2009 Budget	641,891	0	50,000	0	0	50,000
Budget Change	**($18,826)**	**$0**	**($25,000)**	**$0**	**($48,000)**	**$50,000**

Project: Village Green Sewer Hook Up (New)

The adjustment to the five year plan reflects the addition of the 2013 plan.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	0	0	0	0	0
2009 Budget	0	0	0	0	0	25,000
Budget Change	**$0**	**$0**	**$0**	**$0**	**$0**	**$25,000**

Library, Rec & Cultural Svcs Changes Total:	**($593,874)**	**($2,516,210)**	**$3,785,000**	**($350,000)**	**($141,000)**	**$1,425,000**

Capital Program Amendments Detail

Conservation Trust Fund

Parks & Open Space

Project: Construction - Open Space (61886)

The adjustment to the five-year plan reflects changes in timing, funding levels, and inclusion of various projects.The proposed plan includes fencing in 2008, interpretive signage in 2009 and 2010, and Star K grounds in 2011.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	50,000	50,000	50,000	500,000	50,000	0
2009 Budget	50,000	50,000	50,000	200,000	0	0
Budget Change	**$0**	**$0**	**$0**	**($300,000)**	**($50,000)**	**$0**

Project: Construction - Parks (61887)

The adjustment to the five-year plan reflects changes in timing, funding levels, and inclusion of various projects, in addition to the inclusion of the 2013 plan. The proposed plan includes: Springhill Park, Generals Park pond liner, City Park renovation and the Rocky Ridge parking lot in 2009; Spencer Garrett Park in 2010; and Del Mar Park (master plan and phase 1) in 2011, 2012 and 2013.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	1,450,000	800,000	775,000	600,000	0
2009 Budget	0	1,375,000	800,000	775,000	600,000	600,000
Budget Change	**$0**	**($75,000)**	**$0**	**$0**	**$0**	**$600,000**

Project: Infrastructure - Open Space (61847)

The change to the plan includes the addition of natural area restoration in 2012, as well as the inclusion of the 2013 plan. Projects include smaller micellaneous open space projects in each year, Aurora Reservoir sand replacement in 2010 and 2012, and natural area restoration in 2011 and 2012.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	75,000	25,000	40,000	100,000	40,000	0
2009 Budget	75,000	25,000	40,000	100,000	90,000	35,000
Budget Change	**$0**	**$0**	**$0**	**$0**	**$50,000**	**$35,000**

Project: Infrastructure - Parks (61703)

The adjustment to the five-year plan reflects changes in timing, funding levels, and inclusion of various projects, in addition to the inclusion of the 2013 plan. Major planned projects include continued playground renovation, park tree planting, court replacement, and park path replacement.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	915,000	273,000	100,000	25,000	360,000	0
2009 Budget	915,000	283,000	143,000	315,000	410,000	530,000
Budget Change	**$0**	**$10,000**	**$43,000**	**$290,000**	**$50,000**	**$530,000**

Parks & Open Space Changes Total:	**$0**	**($65,000)**	**$43,000**	**($10,000)**	**$50,000**	**$1,165,000**

Capital Program Amendments Detail

Conservation Trust Fund

Conservation Trust Fund Amendment Totals:

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	**$1,850,717**	**$5,346,932**	**$1,805,000**	**$2,000,000**	**$3,319,000**	**$0**
2009 Budget	**$1,256,843**	**$2,765,722**	**$5,633,000**	**$1,640,000**	**$3,228,000**	**$2,590,000**
Budget Change	**($593,874)**	**($2,581,210)**	**$3,828,000**	**($360,000)**	**($91,000)**	**$2,590,000**

Capital Program Amendments Detail

Designated Revenues Fund

Parks & Open Space

Project: Infrastructure - Open Space (61915)

The change to this project represents the addition of a natural area restoration project in 2010, as well as the inclusion of the 2013 plan.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	25,000	25,000	25,000	25,000	25,000
2009 Budget	0	25,000	75,000	25,000	25,000	35,000
Budget Change	**$0**	**$0**	**$50,000**	**$0**	**$0**	**$10,000**

Project: Infrastructure - Parks (61921)

The adjustment to the five-year plan reflects changes in timing, funding levels, and inclusion of various projects, in addition to the inclusion of the 2013 plan. The proposed plan includes: Parks & Open Space Signage in 2009; Court Replacement in 2010, 2012, and 2013; other miscellaneous small projects in 2010; Irrigation Controller Renovation in 2011; Playground Renovation in 2012 and 2013; and Park Planting in 2013.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	180,000	0	200,000	15,000	340,000	0
2009 Budget	180,000	25,000	200,000	15,000	375,000	365,000
Budget Change	**$0**	**$25,000**	**$0**	**$0**	**$35,000**	**$365,000**
Parks & Open Space Changes Total:	**$0**	**$25,000**	**$50,000**	**$0**	**$35,000**	**$375,000**

Public Works

Project: Arapahoe Road/E-470 - City Share (49826)

Project is completed. Fund balance can lapse.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	0	0	0	0	0
2009 Budget	-53,875	0	0	0	0	0
Budget Change	**($53,875)**	**$0**	**$0**	**$0**	**$0**	**$0**
Public Works Changes Total:	**($53,875)**	**$0**	**$0**	**$0**	**$0**	**$0**

Designated Revenues Fund Amendment Totals:

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	**$4,552,400**	**$325,000**	**$225,000**	**$340,000**	**$365,000**	**$25,000**
2009 Budget	**$4,498,525**	**$350,000**	**$275,000**	**$340,000**	**$400,000**	**$400,000**
Budget Change	**($53,875)**	**$25,000**	**$50,000**	**$0**	**$35,000**	**$375,000**

Capital Program Amendments Detail

Enhanced E-911 Fund

General Management

Project: Power Reliability Tallyn's Reach Dispatch Center (40736)

Improve power reliability for Tallyn's Reach Data Center/911 Dispatch Center with the installation of parallel uninterruptible power systems (UPS)

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2009 Budget	0	150,000	0	0	0	0
Budget Change	**$0**	**$150,000**	**$0**	**$0**	**$0**	**$0**
General Management Changes Total:	**$0**	**$150,000**	**$0**	**$0**	**$0**	**$0**

Information Technology

Project: 800 MHz Portable and Mobile Replacement (New)

Funding will allow for annual replacement of 20 percent of public safety radio equipment. The start of program was delayed until 2012 due to the positive maintenance position of current radios.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	902,000	929,060	956,931	985,640	1,015,209
2009 Budget	0	0	0	0	985,640	1,015,209
Budget Change	**$0**	**($902,000)**	**($929,060)**	**($956,931)**	**$0**	**$0**

Project: Computer Aided Dispatch System Replacement (37734)

Computer Aided Dispatch (CAD) hardware upgrade required in 2010 to maintain the CAD system.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	0	0	0	0	0
2009 Budget	0	0	350,000	0	0	0
Budget Change	**$0**	**$0**	**$350,000**	**$0**	**$0**	**$0**

Project: E911 Additional Storage (New)

Add mass storage device to provide archiving capability for all 911 systems beginning with the archiving of 911 calls.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2009 Budget	0	175,000	0	0	0	0
Budget Change	**$0**	**$175,000**	**$0**	**$0**	**$0**	**$0**

Capital Program Amendments Detail

Enhanced E-911 Fund

Information Technology

Project: E-911 Answering System Upgrade (37739)

This project is an upgrade to the E911 answering system in the Public Safety Communications Center. It includes an upgrade to the hardware and software and will bring voice over internet protocol (VOIP) capabilities to the answering system.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2009 Budget	0	400,000	0	0	0	0
Budget Change	**$0**	**$400,000**	**$0**	**$0**	**$0**	**$0**

Project: Fire Station Toning (37741)

This project provides the equipment that will allow the Computer Aided Dispatch (CAD) system to automatically tone the dispatched fire stations, notifying them of the pending call. This will meet the Fire Department's ISO requirements for accreditation for notifying fire stations.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2009 Budget	0	125,000	0	0	0	0
Budget Change	**$0**	**$125,000**	**$0**	**$0**	**$0**	**$0**

Project: MDC Infrastructure Replacement (37733)

The proposed plan allows for a 5-year rotation of MDC replacement taking into account a 3 percent annual growth with 2/1000 and fire stations. In 2009-2012, appropriation is reduced to decrease annual carryover in the fund and to account for fewer replacement computers than originally projected. Funding added in 2013 for this ongoing program.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	524,310	605,319	690,717	780,963	875,447	971,746
2009 Budget	524,310	260,000	415,169	519,970	597,976	606,645
Budget Change	**$0**	**($345,319)**	**($275,548)**	**($260,993)**	**($277,471)**	**($365,101)**
Information Technology Changes Total:	**$0**	**($547,319)**	**($854,608)**	**($1,217,924)**	**($277,471)**	**($365,101)**

Enhanced E-911 Fund Amendment Totals:

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	**$2,431,492**	**$3,214,001**	**$3,328,659**	**$3,447,894**	**$3,571,087**	**$3,696,955**
2009 Budget	**$2,431,492**	**$2,816,682**	**$2,474,051**	**$2,229,970**	**$3,293,616**	**$3,331,854**
Budget Change	**$0**	**($397,319)**	**($854,608)**	**($1,217,924)**	**($277,471)**	**($365,101)**

Capital Program Amendments Detail

Gifts & Grants Fund

Parks & Open Space

Project: GOCO Red-Tailed Hawk Park - Phase II (61928)

Appropriate new grant received in 2008.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	0	0	0	0	0
2009 Budget	200,000	0	0	0	0	0
Budget Change	**$200,000**	**$0**	**$0**	**$0**	**$0**	**$0**
Parks & Open Space Changes Total:	**$200,000**	**$0**	**$0**	**$0**	**$0**	**$0**

Public Works

Project: Fitzsimons Landfill Remediation Grant (49763)

Project is near completion. Fund balance will lapse.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	0	0	0	0	0
2009 Budget	-59,209	0	0	0	0	0
Budget Change	**($59,209)**	**$0**	**$0**	**$0**	**$0**	**$0**
Public Works Changes Total:	**($59,209)**	**$0**	**$0**	**$0**	**$0**	**$0**

Gifts & Grants Fund Amendment Totals:

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	**$1,466,945**	**$450,000**	**$450,000**	**$430,000**	**$0**	**$0**
2009 Budget	**$1,607,736**	**$450,000**	**$450,000**	**$430,000**	**$0**	**$0**
Budget Change	**$140,791**	**$0**	**$0**	**$0**	**$0**	**$0**

Capital Program Amendments Detail

Golf Courses Fund

Parks & Open Space

Project: Golf - Centre Hills Driving Range (New)

Due to financial limitations, driving range improvements will not be funded in the near future.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	0	0	0	50,000	0
2009 Budget	0	0	0	0	0	0
Budget Change	**$0**	**$0**	**$0**	**$0**	**($50,000)**	**$0**

Project: Golf - Equipment Storage Building (New)

This change reflects an increase in cost from the original estimate.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	0	80,000	0	0	0
2009 Budget	0	0	100,000	0	0	0
Budget Change	**$0**	**$0**	**$20,000**	**$0**	**$0**	**$0**

Project: Golf - Facility Enhancement (61586)

This change reflects an overall reduction in project appropriation due to limitations on available funding for capital projects.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	80,000	80,000	80,000	80,000	80,000	80,000
2009 Budget	80,000	50,000	50,000	50,000	50,000	50,000
Budget Change	**$0**	**($30,000)**	**($30,000)**	**($30,000)**	**($30,000)**	**($30,000)**

Project: Golf - Hardscape Improvements (61585)

Appropriation has been moved from 2010 to 2013 for the maintenance of deteriorating cart paths.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	30,000	30,000	30,000	30,000	30,000	0
2009 Budget	30,000	30,000	0	30,000	30,000	30,000
Budget Change	**$0**	**$0**	**($30,000)**	**$0**	**$0**	**$30,000**

Project: Golf - Restroom Replacements and Upgrades (61561)

This change reflects an overall reduction in project appropriation due to limitations on available funding for capital projects.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	80,000	0	0	0	0
2009 Budget	0	0	0	0	0	0
Budget Change	**$0**	**($80,000)**	**$0**	**$0**	**$0**	**$0**

Capital Program Amendments Detail

Golf Courses Fund

Parks & Open Space

Project: Golf - Springhill Green Construction (61575)

This change reflects an overall reduction in project appropriation due to limitations on available funding for capital projects.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	0	0	0	45,000	0
2009 Budget	0	0	0	0	0	0
Budget Change	**$0**	**$0**	**$0**	**$0**	**($45,000)**	**$0**

Project: Golf - Water Conservation Projects (61560)

Improvements to water conservation for maintenance of deteriorating irrigation systems.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	0	0	0	0	50,000	0
2009 Budget	0	50,000	0	50,000	50,000	50,000
Budget Change	**$0**	**$50,000**	**$0**	**$50,000**	**$0**	**$50,000**

Parks & Open Space Changes Total:	**$0**	**($60,000)**	**($40,000)**	**$20,000**	**($125,000)**	**$50,000**

Golf Courses Fund Amendment Totals:

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	**$110,000**	**$190,000**	**$190,000**	**$110,000**	**$255,000**	**$80,000**
2009 Budget	**$110,000**	**$130,000**	**$150,000**	**$130,000**	**$130,000**	**$130,000**
Budget Change	**$0**	**($60,000)**	**($40,000)**	**$20,000**	**($125,000)**	**$50,000**

Capital Program Amendments Detail

Parks Development Fund

Parks & Open Space

Project: Construction - Parks, Parks Development Fund (61894)

The adjustment to the five-year plan reflects changes in timing, funding levels, and inclusion of various projects, in addition to the inclusion of the 2013 plan. The proposed plan includes Springhill Park, Generals Park pond liner, Red-tailed Hawk Park Phase II and City Park in 2009, Bicentennial Park in 2010.

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	1,780,147	0	0	234,124	0	0
2009 Budget	1,780,147	851,039	77,472	0	0	0
Budget Change	**$0**	**$851,039**	**$77,472**	**($234,124)**	**$0**	**$0**
Parks & Open Space Changes Total:	**$0**	**$851,039**	**$77,472**	**($234,124)**	**$0**	**$0**

Parks Development Fund Amendment Totals:

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	**$1,702,505**	**$0**	**$0**	**$234,124**	**$0**	**$0**
2009 Budget	**$1,702,505**	**$851,039**	**$77,472**	**$0**	**$0**	**$0**
Budget Change	**$0**	**$851,039**	**$77,472**	**($234,124)**	**$0**	**$0**

Capital Program Amendments Detail

Wastewater Fund

Aurora Water

Collection

The 2007 Wastewater Utility Plan had identified several new projects necessary to meet the anticipated growth of Aurora; however, due to the slowdown of development in the last year, many of those projects have been delayed to future years. Sand Creek: Lima to Zion Street will be deferred from 2009 ($4 million) and 2010 ($4 million) to 2014-2015. West Tollgate-4th Avenue to Alameda Drive will be deferred from 2009-2011 ($2.0 million) to 2011-2013. West Tributary Murphy Creek Sewer at Highway 30 ($557,000) and Tollgate 28th Avenue to 10th Avenue ($1.25 million) will be transferred from 2010 to 2009. Fitzsimons Sewer Upgrade added $954,000 in 2009. Remove From 56th Ave Interceptor ($1.0 million) has been added to 2010. Colfax Avenue and Tower Road Paralleling ($2.4 million) will be deferred from 2011 to 2012 and Southeast Long Avenue to County Line Road ($690,000) is lapsed in 2011. In 2012, Box Elder Basin Transfer to Upper Sand Creek ($3.8 million) and 2nd Creek East Tributary Lift Station ($2.6 million) will be deferred until later years. West Tollgate-4th Avenue to Alameda Drive ($664,000) was deferred to start in 2011. Upper Coal Creek Lift Station & Force Main ($4.8 million), Tollgate Creek Paralleling ($3.2 million), Aurora Water Hampden Ave to Quincy Ave ($1.8 million) and other miscellaneous projects have been added to 2013.

Sewer Development

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	388,437	3,087,032	3,933,001	4,520,415	16,702,792	0
Proposed Budget	388,437	3,017,774	1,423,125	1,405,157	10,504,789	10,311,781
Proposed Change	**$0**	**($69,258)**	**($2,509,876)**	**($3,115,258)**	**($6,198,003)**	**$10,311,781**

Sewer System Improvement

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	2,808,361	3,666,581	3,760,500	2,852,465	4,086,306	0
Proposed Budget	2,808,361	2,285,644	2,490,825	1,924,664	3,764,319	2,895,365
Proposed Change	**$0**	**($1,380,937)**	**($1,269,675)**	**($927,801)**	**($321,987)**	**$2,895,365**

Collection Program						
Program Changes	**$0**	**($1,450,195)**	**($3,779,551)**	**($4,043,059)**	**($6,519,990)**	**$13,207,146**

Capital Program Amendments Detail

Wastewater Fund

Aurora Water

Developer Related Project

As with the Collection Program, many of the projects in the Developer Related Projects program have been delayed for several years due to the slowing of growth development in the City. Upper 1st Creek Interceptor: 26th Avenue to Colfax ($486,000) has been deferred from 2009 to 2011; Upper Coal Creek Oversizing moved $869,000 of funding from 2009 to 2011; West Fork 2nd Creek: 72nd to Liverpool ($1.4 million) has been deferred from 2009-2010 to 2014-2015; 1st Creek Tributary Gun Club to Powhaton ($1.9 million) was deferred in 2009-2010 until 2012-2013 and 1st Creek Tributary Sewer-Picadilly/Hart ($2.0 million) has been deferred from 2010 to 2012. Ongoing funding for the Development Related Sanitary Sewer will be reduced approximately $350,000 each year for 2009-2011and will be reappropriated in 2014-2016, in addition to 2013 funding of $1.1 million. The Southeast Sewer Agreement at Aurora Reservoir for 2002 will continue with an additional $100,000 in 2013.

Sewer Development

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	-2,075,247	4,874,016	4,675,320	1,731,380	1,654,120	0
Proposed Budget	-2,075,247	1,590,452	1,618,242	1,752,512	7,234,265	2,477,080
Proposed Change	**$0**	**($3,283,564)**	**($3,057,078)**	**$21,132**	**$5,580,145**	**$2,477,080**

Developer Related Project Program

Program Changes	**$0**	**($3,283,564)**	**($3,057,078)**	**$21,132**	**$5,580,145**	**$2,477,080**

Facilities

The Future Maintenance Facility ($5.0 million), the New Operations Control Center ($4.0 million), and the Box Elder Wastewater Treatment Plant ($2.9 million) have been delayed from 2009-2012 to 2014 and beyond. Highpointe Lift Station and Sewer has deferred $5.4 million from 2010 to 2013 and $6.3 million from 2011 to 2014. Kings Pointe Central Basin Lift Station ($2.5 million) has been deferred from 2012 to 2015. 1st Creek Lift Station and Force Main ($8.3 million) has also been added in 2013.

Sewer Development

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	27,807	231,820	8,237,950	8,678,561	12,981,184	0
Proposed Budget	27,807	0	0	0	8,954,304	13,774,200
Proposed Change	**$0**	**($231,820)**	**($8,237,950)**	**($8,678,561)**	**($4,026,880)**	**$13,774,200**

Sewer System Improvement

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	3,035,575	1,814,785	2,323,800	1,480,551	1,590,500	0
Proposed Budget	3,035,575	2,564,785	1,198,800	0	0	0
Proposed Change	**$0**	**$750,000**	**($1,125,000)**	**($1,480,551)**	**($1,590,500)**	**$0**

Capital Program Amendments Detail

Wastewater Fund

Aurora Water

Facilities

Storm Drain System Improvement

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	0	250,000	1,125,000	1,480,551	1,590,500	0
Proposed Budget	0	0	0	0	0	0
Proposed Change	**$0**	**($250,000)**	**($1,125,000)**	**($1,480,551)**	**($1,590,500)**	**$0**

Facilities Program Program Changes	**$0**	**$268,180**	**($10,487,950)**	**($11,639,663)**	**($7,207,880)**	**$13,774,200**

Operations Project

Ongoing funding for Sewer Repairs and Replacement are shown in the five-year capital program 2009 through 2013 with funding for 2009 increased by $1.9 million and 2013 at $8.5 million. The Concrete Channel Rehabilitation has been reduced to an annual budget of $1.5 million in 2009-2013. This resulted in reductions of $818,200 in 2009, $1.0 million in 2010 and $1.5 million in 2011.

Sewer System Improvement

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	2,121,697	3,940,940	6,593,400	6,801,850	6,998,200	0
Proposed Budget	2,121,697	6,729,190	6,593,400	6,801,850	6,998,200	8,509,800
Proposed Change	**$0**	**$2,788,250**	**$0**	**$0**	**$0**	**$8,509,800**

Storm Drain System Improvement

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	0	2,318,200	2,517,400	2,968,080	0	0
Proposed Budget	0	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Proposed Change	**$0**	**($818,200)**	**($1,017,400)**	**($1,468,080)**	**$1,500,000**	**$1,500,000**

Operations Project Program Program Changes	**$0**	**$1,970,050**	**($1,017,400)**	**($1,468,080)**	**$1,500,000**	**$10,009,800**

Planning & Management

Capital Improvement Program Management costs through 2013 are shown in the five-year capital program with funding for 2013 at $1.3 million. The Asset Management System needed to manage all systems of the Enterprise is on track through 2011. Funding of $166,400 for the Wastewater Model project is shown in 2012.

Sewer Development

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	227,323	447,815	395,499	338,156	276,314	0
Proposed Budget	227,323	447,815	395,499	338,156	359,507	290,128
Proposed Change	**$0**	**$0**	**$0**	**$0**	**$83,193**	**$290,128**

Capital Program Amendments Detail

Wastewater Fund

Aurora Water

Planning & Management

Sewer System Improvement

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	340,985	567,160	520,811	1,088,083	414,470	0
Proposed Budget	340,985	567,160	520,811	1,088,083	497,663	435,193
Proposed Change	**$0**	**$0**	**$0**	**$0**	**$83,193**	**$435,193**

Storm Drain Development

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	264,552	410,779	356,612	297,323	233,440	0
Proposed Budget	264,552	410,779	356,612	297,323	233,440	245,112
Proposed Change	**$0**	**$0**	**$0**	**$0**	**$0**	**$245,112**

Storm Drain System Improvement

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	110,577	511,606	462,480	408,486	350,160	0
Proposed Budget	110,577	511,606	462,480	408,486	350,160	367,667
Proposed Change	**$0**	**$0**	**$0**	**$0**	**$0**	**$367,667**

Planning & Management Program

Program Changes	**$0**	**$0**	**$0**	**$0**	**$166,386**	**$1,338,100**

Storm Water

Coal Creek Tributaries ($2.6 million) has been deferred from 2009-2010 to 2012-2013 and the E-470 Corridor Reg Drain Improvement ($4.4 million) has been deferred from 2009-2011 to 2011-2014. Additionally, the Storm Drain Rehabilitation and Improvement project will be adjusted to reflect an ongoing appropriation of $2.0 million a year resulting in $2.0 million reductions in 2010 and 2011. Haven Acres Outfall ($250,000) and Laredo/11th Storm Sewer ($106,800) will begin in 2012. In 2013, the additions to the program are in Storm Drain Rehabilitation ($2.0 million), E-470 Corridor Reg Drain Improvement ($1.7 million), Developer Cost Shares ($1.0 million) and other miscellaneous storm projects ($2.4 million).

Storm Drain Development

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	-3,424,126	4,163,814	5,362,260	1,607,710	2,544,800	0
Proposed Budget	-3,424,126	744,469	3,803,820	2,104,660	3,744,920	3,912,867
Proposed Change	**$0**	**($3,419,345)**	**($1,558,440)**	**$496,950**	**$1,200,120**	**$3,912,867**

Capital Program Amendments Detail

Wastewater Fund

Aurora Water

Storm Water

Storm Drain System Improvement

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	6,368,000	7,791,162	12,598,100	6,926,655	8,086,710	0
Proposed Budget	6,368,000	11,728,424	9,220,559	4,546,060	7,270,090	3,528,678
Proposed Change	**$0**	**$3,937,262**	**($3,377,541)**	**($2,380,595)**	**($816,620)**	**$3,528,678**
Storm Water Program Program Changes	**$0**	**$517,917**	**($4,935,981)**	**($1,883,645)**	**$383,500**	**$7,441,545**
Aurora Water Changes Total:	**$0**	**($1,977,612)**	**($23,277,960)**	**($19,013,315)**	**($6,097,839)**	**$48,247,871**

Wastewater Fund Amendment Totals:

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	**$10,193,941**	**$34,075,710**	**$52,862,133**	**$41,180,266**	**$57,509,496**	**$0**
2009 Budget	**$10,193,941**	**$32,098,098**	**$29,584,173**	**$22,166,951**	**$51,411,657**	**$48,247,871**
Budget Change	**$0**	**($1,977,612)**	**($23,277,960)**	**($19,013,315)**	**($6,097,839)**	**$48,247,871**

Capital Program Amendments Detail

Water Fund

Aurora Water

Developer Related Project

The Water Master Plan identified new projects necessary to meet anticipated growth needs of the City and eliminated others. Gun Club 36": 6th -19th Avenue has been moved from 2010 to 2009. Gun Club 24": 38th-56th Avenue has deferred $2.0 million from 2010 to 2012 and $2.8 million from 2012 to 2014. Developer Funded Projects Not Categorized has been reduced to $1.0 million each year from 2010 to 2015. Projects added for 2013 are Gun Club 30" 26th-38th ($2.0 million) and other miscellaneous projects ($1.9 million).

Water Development

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	-2,636,967	0	8,889,313	9,395,140	4,684,712	0
Proposed Budget	-2,636,967	3,843,818	3,000,000	3,402,783	5,191,822	3,966,355
Proposed Change	**$0**	**$3,843,818**	**($5,889,313)**	**($5,992,357)**	**$507,110**	**$3,966,355**

Developer Related Project Program

Program Changes	**$0**	**$3,843,818**	**($5,889,313)**	**($5,992,357)**	**$507,110**	**$3,966,355**

Facilities

This program provides funding for construction of and repairs to facilities for the Operational Division of Aurora Water. The Administration Space Project ($5.8 million to provide for future office space) has been deferred from 2010-2011 to 2014-15. Future Maintenance Facility ($5.0 million) and the New Operations Control Center ($3.9 million) have been delayed from 2009-2012 to 2014 and beyond. Funding for the Wemlinger Zones 4 & 5 Pump Stations has also been deferred ($600,000 for design in 2010 deferred to 2012, and $2.5 million for construction deferred from 2012 to 2013). Funding for 2013 also includes Wemlinger Modifications ($16.5 million).

Water Development

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	211,784	1,448,875	3,029,857	0	4,062,712	0
Proposed Budget	211,784	749,497	931,357	0	2,162,712	18,966,428
Proposed Change	**$0**	**($699,378)**	**($2,098,500)**	**$0**	**($1,900,000)**	**$18,966,428**

Water System Improvement

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	361,395	1,948,875	4,947,300	2,961,103	3,181,000	0
Proposed Budget	361,395	2,605,478	0	0	599,400	0
Proposed Change	**$0**	**$656,603**	**($4,947,300)**	**($2,961,103)**	**($2,581,600)**	**$0**

Facilities Program

Program Changes	**$0**	**($42,775)**	**($7,045,800)**	**($2,961,103)**	**($4,481,600)**	**$18,966,428**

Capital Program Amendments Detail

Water Fund

Aurora Water

Land & Water Acquisition

This program provides funds to acquire water rights for the Rocky Ford II and Lower South Platte Water Rights Acquisition projects. The Eagle River Head Water Project ($4.5 million) for 2012 has been transferred to the Other Water Resources Development Program and combined with the Homestake /Eagle River Project. Funding for 2013 includes $196,400 for Rocky Ford II.

Water Development

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	6,460,380	9,115,245	2,109,518	21,225,620	4,567,916	0
Proposed Budget	6,460,380	9,115,245	2,109,518	21,225,620	114,516	117,828
Proposed Change	**$0**	**$0**	**$0**	**$0**	**($4,453,400)**	**$117,828**

Water System Improvement

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	2,687,295	3,198,415	763,112	7,275,207	76,344	0
Proposed Budget	2,687,295	3,198,415	763,112	7,275,207	76,344	78,552
Proposed Change	**$0**	**$0**	**$0**	**$0**	**$0**	**$78,552**

Land & Water Acquisition Program						
Program Changes	**$0**	**$0**	**$0**	**$0**	**($4,453,400)**	**$196,380**

Operations Project

This program allows for the continuation of the large meter replacement project (3"-6" Meter Change Out). The budget for this project in 2009-2012 have been moved out one year to 2010-2013 and the Rampart 54" Raw Water Line has been reduced by $311,000 in 2009.

Water Development

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	-7,132	289,775	299,700	154,588	159,050	0
Proposed Budget	-7,132	278,825	289,775	299,700	154,588	159,050
Proposed Change	**$0**	**($10,950)**	**($9,925)**	**$145,112**	**($4,462)**	**$159,050**

Water System Improvement

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	1,504,041	2,876,798	963,123	844,555	159,050	0
Proposed Budget	1,504,041	2,565,848	953,198	989,667	154,588	159,050
Proposed Change	**$0**	**($310,950)**	**($9,925)**	**$145,112**	**($4,462)**	**$159,050**

Operations Project Program						
Program Changes	**$0**	**($321,900)**	**($19,850)**	**$290,224**	**($8,924)**	**$318,100**

Capital Program Amendments Detail

Water Fund

Aurora Water

Other Water Resources

This program allows Aurora to pursue opportunities in developing other water resources. In 2009-2012, funding is moved from system improvement to development to reflect a 50/50 funding split for the Colorado/Arkansas Ditch Acquisition Project. Additional changes in 2012-2013 are due to the combination of expenses for the Eagle River Head Water Project and the Homestake/Eagle River Project and additional funding for the Colorado/Arkansas Ditch Acquisition.

Water Development

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	-308,880	1,000,000	1,000,001	1,000,001	381,720	0
Proposed Budget	-308,880	2,159,100	2,198,801	2,236,701	1,904,120	1,559,200
Proposed Change	**$0**	**$1,159,100**	**$1,198,800**	**$1,236,700**	**$1,522,400**	**$1,559,200**

Water System Improvement

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	630,600	2,434,110	2,517,480	3,215,420	2,926,520	0
Proposed Budget	630,600	1,275,010	1,318,680	1,978,720	1,654,120	1,309,200
Proposed Change	**$0**	**($1,159,100)**	**($1,198,800)**	**($1,236,700)**	**($1,272,400)**	**$1,309,200**

Other Water Resources Program						
Program Changes	**$0**	**$0**	**$0**	**$0**	**$250,000**	**$2,868,400**

Planning & Management

Funding of $119,880 in 2010 is moved from development to system improvement. Funding lapsed in 2008 for Asset Management System and Implementation is reappropriated in 2012 and 2013. Ongoing costs of $1.8 million for Capital Improvement Program Management are also included in 2013.

Water Development

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	663,392	996,982	897,419	788,052	669,955	0
Proposed Budget	663,392	996,982	1,017,299	788,052	1,061,355	1,033,073
Proposed Change	**$0**	**$0**	**$119,880**	**$0**	**$391,400**	**$1,033,073**

Water System Improvement

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	826,073	1,286,348	1,321,133	1,107,079	1,132,172	0
Proposed Budget	826,073	1,286,348	1,201,253	1,107,079	1,271,122	1,321,369
Proposed Change	**$0**	**$0**	**($119,880)**	**$0**	**$138,950**	**$1,321,369**

Planning & Management Program						
Program Changes	**$0**	**$0**	**$0**	**$0**	**$530,350**	**$2,354,442**

Capital Program Amendments Detail

Water Fund

Aurora Water

Prairie Waters Project

Prairie Waters Project funding was adjusted in the 2008 Spring Supplemental to reflect revised construction estimates. An additional $3.4 million will be deferred in the 2008 Fall Supplemental to 2009. Given the favorable bidding environment and lower than anticipated awards, construction schedules have been accelerated and funding moved from 2010 to 2009 as part of the budget process. In addition, annual funding of $941,176 for land acquisition 2009-2011 has been eliminated as ample appropriation is available in 2008 to complete the purchase of core land and easement acquisitions.

Water Development

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	74,619,158	83,880,077	34,553,684	376,470	0	0
Proposed Budget	74,619,158	93,485,990	21,112,067	0	0	0
Proposed Change	**$0**	**$9,605,913**	**($13,441,617)**	**($376,470)**	**$0**	**$0**

Water System Improvement

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	111,091,313	125,820,117	37,652,942	564,706	0	0
Proposed Budget	111,091,313	140,228,986	31,668,100	0	0	0
Proposed Change	**$0**	**$14,408,869**	**($5,984,842)**	**($564,706)**	**$0**	**$0**

Prairie Waters Project Program						
Program Changes	**$0**	**$24,014,782**	**($19,426,459)**	**($941,176)**	**$0**	**$0**

Raw Water

Funding for Future Reservoir has been increased by $1.5 million in 2009 and reduced by $5.6 million in 2010 and $8.4 million in 2011. Jefferson Lake funding ($289,000) was moved from 2009 to 2008 in the spring supplemental. Funding of $664,000 for Homestake Channel Improvements that was deferred in 2008 is included in 2012 and an additional $226,000 is lapsed in 2008. Rampart Delivery System has been delayed from 2009-2013 to 2011-2015, which is reflected as a $22.4 million decrease in 2009, a $23.2 million decrease in 2010 and an increase in 2011-2013. The Rampart System is the City's principal means of conveyance for raw mountain water into the City and this project will increases delivery into the City to 90 million gallons per day.

Water Development

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	9,421,686	9,737,991	14,070,530	8,232,731	4,328,036	0
Proposed Budget	9,421,686	750,000	750,000	11,224,130	4,035,931	1,928,846
Proposed Change	**$0**	**($8,987,991)**	**($13,320,530)**	**$2,991,399**	**($292,105)**	**$1,928,846**

Capital Program Amendments Detail

Water Fund

Aurora Water

Raw Water

Water System Improvement

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	13,351,885	13,671,088	19,219,464	16,162,962	4,877,501	0
Proposed Budget	13,351,885	1,439,550	2,771,650	19,942,564	4,968,057	1,608,311
Proposed Change	**$0**	**($12,231,538)**	**($16,447,814)**	**$3,779,602**	**$90,556**	**$1,608,311**

Raw Water Program

Program Changes	**$0**	**($21,219,529)**	**($29,768,344)**	**$6,771,001**	**($201,549)**	**$3,537,157**

Storage

Funding for Gravel Pit Storage Arkansas has been adjusted in 2010 (-$3.3 million), 2011 (-$2.7 million), 2012 ($1.5 million) and 2013 (1.5 million) as projects currently under consideration include group storage and smaller gravel pits. Strontia Springs Reservoir Dredging funding has been eliminated in 2009 ($943,000) and 2010 ($2,830,000) as the capital asset is not owned by the City. The City's portion of sediment removal costs will be an operating expense.

Water Development

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	8,470,924	7,392,728	6,600,485	6,613,276	6,673,040	0
Proposed Budget	8,470,924	7,392,728	6,600,485	6,613,276	6,673,040	1,445,890
Proposed Change	**$0**	**$0**	**$0**	**$0**	**$0**	**$1,445,890**

Water System Improvement

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	4,105,608	6,368,041	10,095,092	6,192,783	2,542,447	0
Proposed Budget	4,105,608	5,425,041	3,969,892	3,482,683	4,042,447	2,315,297
Proposed Change	**$0**	**($943,000)**	**($6,125,200)**	**($2,710,100)**	**$1,500,000**	**$2,315,297**

Storage Program

Program Changes	**$0**	**($943,000)**	**($6,125,200)**	**($2,710,100)**	**$1,500,000**	**$3,761,187**

Capital Program Amendments Detail

Water Fund

Aurora Water

Transmission & Distribution

This program allows funding for Annual Line Replacement and Miscellaneous Transmission Mains. In 2009, the funding for Powhaton 30" and 60": Quincy to Jewell ($11.3 million) has lapsed due to inclusion in the Prairie Waters Project. Also, the Zone 5 Reservoir Kings Pointe project ($4.5 million) has been deferred from 2011 to 2015. Funding for 2013 includes the following projects: Annual Line Replacement ($5.9 million), Miscellaneous Transmission Mains ($654,000), Supervisory Control and Data Acquisition ($1.3 million), and City Oversize Cost ($654,000).

Water Development

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	441,846	1,900,000	0	1,935,000	318,100	0
Proposed Budget	441,846	0	0	0	318,100	327,300
Proposed Change	**$0**	**($1,900,000)**	**$0**	**($1,935,000)**	**$0**	**$327,300**

Water System Improvement

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
Current Budget	9,522,189	14,230,715	6,875,620	9,366,850	7,952,500	0
Proposed Budget	9,522,189	4,830,715	6,875,620	6,801,850	7,952,500	8,182,500
Proposed Change	**$0**	**($9,400,000)**	**$0**	**($2,565,000)**	**$0**	**$8,182,500**

Transmission & Distribution Program

Program Changes	**$0**	**($11,300,000)**	**$0**	**($4,500,000)**	**$0**	**$8,509,800**
Aurora Water Changes Total:	**$0**	**($5,968,604)**	**($68,274,966)**	**($10,043,511)**	**($6,358,013)**	**$44,478,249**

Water Fund Amendment Totals:

	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned
2008 Budget	**$241,416,590**	**$287,596,180**	**$155,805,773**	**$97,411,543**	**$48,692,775**	**$0**
2009 Budget	**$241,416,590**	**$281,627,576**	**$87,530,807**	**$87,368,032**	**$42,334,762**	**$44,478,249**
Budget Change	**$0**	**($5,968,604)**	**($68,274,966)**	**($10,043,511)**	**($6,358,013)**	**$44,478,249**

AURORA WATER

Collection

PROJECT INFORMATION

Location: Various
Proj. Type: Not Assigned
Category: Not Assigned

Proj. Manager: Various Managers Within Program
Start Date: Ongoing
End Date: Ongoing
Bond Funded: No

Description:

The Collection program provides funding for projects within the wastewater collection system that are required to ensure uninterrupted service and provide for growth needs within the City. The most significant projects within the Collection program are for Tollgate ($22.0 million), which includes 28th Ave to 10th Ave, 4th Ave/Alameda, Tollgate Creek Paralleling and Tollgate Interceptor/Paralleling. These projects will involve the construction of a sanitary sewer pipeline and diversion structures, which will provide added capacity and operational flexibility.

FINANCIAL INFORMATION

Capital Funding:

Fund and Subfund	Carryforward 2007	2008 Projected	Five-Year Plan					Total 2009-2013
			2009	2010	2011	2012	2013	
Wastewater Fund								
Sewer Development Subfund	8,987,692	388,437	3,017,774	1,423,125	1,405,157	10,504,789	10,311,781	26,662,626
Sewer Operations Subfund	1,252,447	2,808,361	2,285,644	2,490,825	1,924,664	3,764,319	2,895,365	13,360,817
Total Cost	**$10,240,139**	**$3,196,798**	**$5,303,418**	**$3,913,950**	**$3,329,821**	**$14,269,108**	**$13,207,146**	**$40,023,443**

Operating Impact:

Not applicable.

Land & Water Acquisition

PROJECT INFORMATION

Location: Various
Proj. Type: Not Assigned
Category: Not Assigned

Proj. Manager: Various Managers Within Program
Start Date: Ongoing
End Date: Ongoing
Bond Funded: No

Description:

The Land and Water Acquisition program provides funding for land and water acquisitions to provide system expansion and drought hardening. Planned projects include Lower South Platte Water Rights Acquisition ($41.3) and Rocky Ford II ($2.5). Lower South Platte Water Rights Acquisition funds will be used to purchase water rights from ditch systems stemming from the Lower South Platte River. In the next five years, the City could potentially acquire approximately 4,000 acre-feet of water. In the future, these agricultural rights will be changed for municipal use and put into storage for conveyance to the City. In the interim, the purchased agricultural rights will be used for augmentation and trade. Rocky Ford II funds are used for revegetation and continued farming projects in the lower Arkansas Valley.

AURORA WATER

Land & Water Acquisition

FINANCIAL INFORMATION

Capital Funding:

Fund and Subfund	Carryforward 2007	2008 Projected	Five-Year Plan 2009	2010	2011	2012	2013	Total 2009-2013
Water Fund								
Water Development Subfund	15,521,020	6,460,380	9,115,245	2,109,518	21,225,620	114,516	117,828	32,682,727
Water Operations Subfund	10,825,829	2,687,295	3,198,415	763,112	7,275,207	76,344	78,552	11,391,630
Total Cost	**$26,346,849**	**$9,147,675**	**$12,313,660**	**$2,872,630**	**$28,500,827**	**$190,860**	**$196,380**	**$44,074,357**

Operating Impact:

Not applicable.

Operations Projects

PROJECT INFORMATION

Location: Various
Proj. Type: Not Assigned
Category: Not Assigned

Proj. Manager: Various Managers Within Program
Start Date: Ongoing
End Date: Ongoing
Bond Funded: No

Description:

The Operations Projects program funds routine maintenance and repair projects throughout the sewer and storm drainage system. The most significant project in the program is Sewer Replacement/Rehabilitation ($35.6 million), which provides funding for sewer infrastructure improvements. Major improvements planned in 2009 include sewer pipe re-lining ($5.0 million), sewer infrastructure rehabilitation of manholes, diversion structures and point repairs ($1.0 million). These projects will involve the re-lining of sanitary sewer pipes and interceptors, utilizing technology to significantly extend the life cycle of sewer pipes. Sewer infrastructure rehabilitation for manholes, diversion structures and point repairs, that require a more conventional approach, will increase system integrity and extend the life cycle of the sewer system.

FINANCIAL INFORMATION

Capital Funding:

Fund and Subfund	Carryforward 2007	2008 Projected	Five-Year Plan 2009	2010	2011	2012	2013	Total 2009-2013
Wastewater Fund								
Sewer Operations Subfund	2,636,930	2,121,697	6,729,190	6,593,400	6,801,850	6,998,200	8,509,800	35,632,440
Storm Drainage Operations	2,135,400	0	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Total Cost	**$4,772,330**	**$2,121,697**	**$8,229,190**	**$8,093,400**	**$8,301,850**	**$8,498,200**	**$10,009,800**	**$43,132,440**

AURORA WATER

Operations Projects

Operating Impact:

Maintenance and repair projects involve existing infrastructure and do not have an operational impact.

Prairie Waters Project

PROJECT INFORMATION

Location: Aurora Reservoir
Proj. Type: New Construction/Development/Infrastructure
Category: Utilities - Strategic Plan

Proj. Manager: Darrell Hogan
Start Date: Quarter 4, 2005
End Date: Quarter 4, 2010
Bond Funded: Yes

Description:

The Prairie Waters project is an environmentally responsible way for Aurora to collect South Platte River water it already owns from wells near the river's bank. This project will increase the City's water supply by 10,000 acre feet, or 20 percent. This project protects the current water system against drought and will allow for continued growth of the City. This project is funded 60 percent by the current rate base and 40 percent by new development.

This project draws water from wells along the South Platte river. The water rights are already owned by the City and are related to the return flows to the river from the Metro Wastewater Treatment Facility. Water is processed through initial natural purification at the Prairie Waters North Campus through a serious of gravel pits and wells. The water will then be sent 34 miles through a 60" pipe by three pumping stations to the new Aurora Reservoir Water Purification Facility (ARWPF). This $200 million facility will treat the water using advanced ultraviolet oxidation, filtration and granulized active carbon absorption. This water will be blended with water obtained from mountain sources to maintain a high quality product.

Once complete in late 2010, the Prairie Waters Project will increase Aurora's water supply by 20 percent, delivering up to 10 thousand acre-feet (about 3.3 billion gallons) of water per year. Total cost for the project is estimated at $754 million dollars, including a $50 million contingency.

FINANCIAL INFORMATION

Capital Funding:

Fund and Subfund	Carryforward 2007	2008 Projected	Five-Year Plan 2009	2010	2011	2012	2013	Total 2009-2013
Water Fund								
Water Development Subfund	46,013,676	74,619,158	93,485,990	21,112,067	0	0	0	114,598,057
Water Operations Subfund	73,049,041	111,091,313	140,228,986	31,668,100	0	0	0	171,897,086
Total Cost	**$119,062,717**	**$185,710,471**	**$233,714,976**	**$52,780,167**	**$0**	**$0**	**$0**	**$286,495,143**

Operating Impact:

Staffing of 10.0 FTE will be needed in 2009 for the start-up operations of the Prairie Waters Project; total operating costs are budgeted at $1.8 million in 2009. It is estimated that an additional 4.0 FTE will be added in 2010 and 10.0 FTE will be added in 2011, as the project increases its operations. Total operating costs are estimated at $2.6 million in 2010, $8.1 million in 2011, $8.6 million in 2012 and $9.6 million in 2013.

Raw Water Operations

AURORA WATER

Raw Water Operations

PROJECT INFORMATION

Location: Various
Proj. Type: Not Assigned
Category: Not Assigned

Proj. Manager: Various Managers Within Program
Start Date: Ongoing
End Date: Ongoing
Bond Funded: No

Description:

The Raw Water program funds projects 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. Major projects within this program include the Rampart Delivery System ($33.2 million) and Homestake Capital Projects and Channel Improvements ($11.7 million). The Rampart system is the City's principal means of conveyance for raw mountain water into the City. This project increases delivery into the City to 90 million gallons per day and will be used to increase the blending capacity of water at the Aurora Reservoir Water Purification Facility (ARWPF). Homestake is an aging system that has the capacity to deliver 50.5 million gallons per day to Spinney Mountain Reservoir and then to the Rampart system. Homestake projects are generally rehabilitation projects that are necessary to replace or rehabilitate components of the system to ensure continued reliable water deliveries as Aurora Water becomes more dependent on year round deliveries.

FINANCIAL INFORMATION

Capital Funding:

Fund and Subfund	Carryforward 2007	2008 Projected	Five-Year Plan 2009	2010	2011	2012	2013	Total 2009-2013
Water Fund								
Water Development Subfund	2,663,285	9,421,686	750,000	750,000	11,224,130	4,035,931	1,928,846	18,688,907
Water Operations Subfund	4,541,374	13,351,885	1,439,550	2,771,650	19,942,564	4,968,057	1,608,311	30,730,132
Total Cost	**$7,204,659**	**$22,773,571**	**$2,189,550**	**$3,521,650**	**$31,166,694**	**$9,003,988**	**$3,537,157**	**$49,419,039**

Operating Impact:

For Rampart Delivery System, there will be a need for 0 .5 FTE to monitor the additional pipeline.

Storage

PROJECT INFORMATION

Location: Various
Proj. Type: Not Assigned
Category: Not Assigned

Proj. Manager: Various Managers Within Program
Start Date: Ongoing
End Date: Ongoing
Bond Funded: No

AURORA WATER

Storage

Description:

The Storage program includes capital projects that are necessary to ensure adequate storage capacity of raw, potable, waste, storm, and reuse water. Significant planned projects include Box Creek Reservoir ($4.4 million), Lower South Platte Storage ($29.0 million), Gravel Pit Storage ($8.2 million) and Upper South Platte Storage ($6.4 million). Over time, these projects are planned to increase storage by approximately 33,000 acre feet and provide additional drought hardening of the system. Lower South Platte storage will be needed to store ditch company stock that is being purchased along the lower South Platte River as well as water developed through the Prairie Waters Project. The stored water will be used for augmentation requirements or to meet other obligations. Storage in the lower Arkansas (Gravel Pit Storage) is necessary to provide for the long term capture of recovery of yield (ROY) waters and to provide additional operational flexibility and certainty for Aurora's lower Arkansas water rights. The Upper South Platte Storage budget will be used to purchase storage that is being made available through the Chatfield Reallocation project. With storage in Chatfield, Aurora could take further advantage of free river conditions by having the ability to store water in the Reservoir. In addition, Aurora could perform joint operations with other entities, such as Denver Water, that would benefit both water users and improve the water quality of the South Platte through the metro reach. Box Creek Reservoir is still in the feasibility stage, but has the potential to provide 20,000 acre feet of upper Arkansas storage.

FINANCIAL INFORMATION

Capital Funding:

Fund and Subfund	Carryforward 2007	2008 Projected	Five-Year Plan					Total 2009-2013
			2009	2010	2011	2012	2013	
Water Fund								
Water Development Subfund	2,302,497	8,470,924	7,392,728	6,600,485	6,613,276	6,673,040	1,445,890	28,725,419
Water Operations Subfund	1,937,381	4,105,608	5,425,041	3,969,892	3,482,683	4,042,447	2,315,297	19,235,360
Total Cost	**$4,239,878**	**$12,576,532**	**$12,817,769**	**$10,570,377**	**$10,095,959**	**$10,715,487**	**$3,761,187**	**$47,960,779**

Operating Impact:

Two Everist storage cells are expected to come online in the next five years, one in 2009 and one in 2013. Operational impacts are based on flow into and out of the storage cells (pump stations, natural flow, etc.). These costs can be estimated when the project design is finalized.

Storm Water

PROJECT INFORMATION

Location: Various
Proj. Type: Not Assigned
Category: Not Assigned

Proj. Manager: Various Managers Within Program
Start Date: Ongoing
End Date: Ongoing
Bond Funded: No

Description:

The Storm Water program provides for maintenance and construction of drainage ways, storm sewers, curb inlets, and storm water ponds throughout the City. The significant project within this program is Storm Drain System Improvement ($12.1 million) which funds ongoing repair and maintenance to storm drain infrastructure.

AURORA WATER

Storm Water

FINANCIAL INFORMATION

Capital Funding:

Fund and Subfund	Carryforward 2007	2008 Projected	Five-Year Plan 2009	2010	2011	2012	2013	Total 2009-2013
Wastewater Fund								
Storm Drainage Development SF	7,632,984	-3,424,126	744,469	3,803,820	2,104,660	3,744,920	3,912,867	14,310,736
Storm Drainage Operations	13,676,115	6,368,000	11,728,424	9,220,559	4,546,060	7,270,090	3,528,678	36,293,811
Total Cost	**$21,309,099**	**$2,943,874**	**$12,472,893**	**$13,024,379**	**$6,650,720**	**$11,015,010**	**$7,441,545**	**$50,604,547**

Operating Impact:

Maintenance and repair projects involve existing infrastructure and do not have an operational impact.

Transmission & Distribution

PROJECT INFORMATION

Location: Various
Proj. Type: Not Assigned
Category: Not Assigned

Proj. Manager: Various Managers Within Program
Start Date: Ongoing
End Date: Ongoing
Bond Funded: No

Description:

The Transmission and Distribution program provides funding for projects that 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. The significant project in this program is Line Replacement ($23.6 million) which includes funding for pipeline replacement.

FINANCIAL INFORMATION

Capital Funding:

Fund and Subfund	Carryforward 2007	2008 Projected	Five-Year Plan 2009	2010	2011	2012	2013	Total 2009-2013
Water Fund								
Water Development Subfund	6,548,032	441,846	0	0	0	318,100	327,300	645,400
Water Operations Subfund	20,215,671	9,522,189	4,830,715	6,875,620	6,801,850	7,952,500	8,182,500	34,643,185
Total Cost	**$26,763,703**	**$9,964,035**	**$4,830,715**	**$6,875,620**	**$6,801,850**	**$8,270,600**	**$8,509,800**	**$35,288,585**

Operating Impact:

Maintenance and repair projects involve existing infrastructure and do not have an operational impact.

FIRE

New Permanent Fire Station - Murphy Creek

PROJECT INFORMATION

Location: Murphy Creek
Proj. Type: New Construction/Development/Infrastructure
Category: Public Safety

Proj. Manager: Danny Wilcox
Start Date: Quarter 1, 2012
End Date: Quarter 2, 2013
Bond Funded: No

Description:

New permanent station for Murphy Creek area to replace temporary station in 2013. As a result of slowing development, funding for the permanent Murphy Creek Fire Station is being moved out one year, from 2012 to 2013.

FINANCIAL INFORMATION

Capital Funding:

Fund and Subfund	Carryforward 2007	2008 Projected	Five-Year Plan 2009	2010	2011	2012	2013	Total 2009-2013
Capital Projects Fund								
CIP Matching Funds Projects	0	0	0	0	0	0	2,900,000	2,900,000
Total Cost	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$2,900,000**	**$2,900,000**

Operating Impact:

Fire Station O & M currently projected at approximately 1.2M

INFORMATION TECHNOLOGY

800 MHz Portable and Mobile Replacement

PROJECT INFORMATION

Location: Citywide
Proj. Type: Repair or Replace System/Facility/Infrastructure
Category: Infrastructure

Proj. Manager: Dave Lawless
Start Date: Quarter 1, 2012
End Date: Ongoing
Bond Funded: No

Description:

This project funds the lifecycle replacement of portable and mobile 800 MHz radio devices for Police and Fire. Funding will allow for annual replacement of 20 percent of public safety radio equipment. The start of program was delayed until 2012 due to the positive maintenance position of current radios. The project is considered non-routine as it does not start until 2012. Once the project begins, it will be an ongoing routine expense.

FINANCIAL INFORMATION

Capital Funding:

Fund and Subfund	Carryforward 2007	2008 Projected	Five-Year Plan 2009	2010	2011	2012	2013	Total 2009-2013
Enhanced E-911 Fund								
Enhanced E-911 Subfund	0	0	0	0	0	985,640	1,015,209	2,000,849
Total Cost	**$0**	**$0**	**$0**	**$0**	**$0**	**$985,640**	**$1,015,209**	**$2,000,849**

Operating Impact:

No additional operating dollars are projected to be necessary due to this project. The operating impact is the cost of City's personnel or service contracts needed to maintain the system.

LIBRARY, REC & CULTURAL SVCS

Beck Recreation Center Remodel

PROJECT INFORMATION

Location: 800 Telluride St
Proj. Type: Upgrade or Expand System/Facility/Infrastructure
Category: Existing Services

Proj. Manager: Lori Daniel
Start Date: Quarter 1, 2009
End Date: Quarter 4, 2010
Bond Funded: No

Description:

This remodel provides for the movement of the entrance to the lower level for better entry control; moving staff offices to the downstairs; reconfigure program space; and the addition of approximately 1000 square feet of space. The design phase of the project began in 2005 and was completed in 2007 . Construction is expected to begin in 2009 and reach completion in 2010. The timeline and amount of this project has been modified recently due to budget balancing issues associated with the Building Repair Fund.

FINANCIAL INFORMATION

Capital Funding:

Fund and Subfund	Carryforward 2007	2008 Projected	Five-Year Plan 2009	2010	2011	2012	2013	Total 2009-2013
Conservation Trust Fund								
CTF Recreation	536,506	-536,506	1,000,000	4,500,000	0	0	0	5,500,000
Total Cost	**$536,506**	**($536,506)**	**$1,000,000**	**$4,500,000**	**$0**	**$0**	**$0**	**$5,500,000**

Operating Impact:

This funds improvements to an existing facility and will not result in additional operating impacts.

Del Mar Pool Bathhouse & Family Aquatics Center

PROJECT INFORMATION

Location: 30 Del Mar Circle
Proj. Type: Upgrade or Expand System/Facility/Infrastructure
Category: Existing Services

Proj. Manager: Lori Daniel
Start Date: Quarter 1, 2011
End Date: Quarter 4, 2013
Bond Funded: No

Description:

This project includes the addition of sprayground feature similar to that at Utah Pool as well as leisure pool amenities; the replacement of the filtration system; the renovation and expansion of the concession area; the installation of a roof over the bathrooms; and the replacement of gutters and the water circulation system. This project has been deferred several times in order to accommodate other projects, such as the Beck Recreation Center, and to seek additional grant funds.

FINANCIAL INFORMATION

Capital Funding:

Fund and Subfund	Carryforward 2007	2008 Projected	Five-Year Plan 2009	2010	2011	2012	2013	Total 2009-2013
Conservation Trust Fund								
CTF Recreation	0	0	0	0	200,000	1,938,000	500,000	2,638,000
Total Cost	**$0**	**$0**	**$0**	**$0**	**$200,000**	**$1,938,000**	**$500,000**	**$2,638,000**

LIBRARY, REC & CULTURAL SVCS

Del Mar Pool Bathhouse & Family Aquatics Center

Operating Impact:

Additional operating costs for increase in utilities would be realized in 2010 and beyond. The new revenue generated by the sprayground and leisure pool amenities would most likely offset the increased operating costs.

PARKS & OPEN SPACE

Construction - Open Space

PROJECT INFORMATION

Location: Various
Proj. Type: New Construction/Development/Infrastructure
Category: Infrastructure

Proj. Manager: Tracy Young
Start Date: Quarter 1, 2006
End Date: Quarter 4, 2013
Bond Funded: No

Description:

This project is located in Arapahoe County Open Space Fund, Conservation Trust Fund, and The Designated Revenue Fund. It includes appropriation for several different projects, including Heritage Farm, High Line Canal Underpass, and Sand Creek Park development. A full listing of projects can be found in the Parks and Open Space Capital Improvement Program Detail starting on page J-18.

FINANCIAL INFORMATION

Capital Funding:

Fund and Subfund	Carryforward 2007	2008 Projected	Five-Year Plan 2009	2010	2011	2012	2013	Total 2009-2013
Arapahoe County Open Space Fund								
Arapahoe County Open Space Sbf	224,304	0	0	460,000	550,000	250,000	450,000	1,710,000
Conservation Trust Fund								
Conservation Trust Subfund	732,767	50,000	50,000	50,000	200,000	0	0	300,000
Designated Revenues Fund								
AdCo Open Space Tax Subfund	233,000	600,000	0	0	0	0	0	0
Total Cost	**$1,190,071**	**$650,000**	**$50,000**	**$510,000**	**$750,000**	**$250,000**	**$450,000**	**$2,010,000**

Operating Impact:

Operating impacts associated with this project include the cost of repair and maintenance for new open space. As more open space is constructed, additional dollars would be necessary to maintain them at the current standards. Additional operating costs are not projected in the General Fund pro forma.

Construction - Parks

PROJECT INFORMATION

Location: Various
Proj. Type: New Construction/Development/Infrastructure
Category: Infrastructure

Proj. Manager: Tracy Young
Start Date: Quarter 1, 2005
End Date: Quarter 4, 2013
Bond Funded: No

Description:

This project is located in Arapahoe County Open Space Fund, Conservation Trust Fund, Designated Revenue Fund, and the Parks Development Fund. It includes appropriation for several different projects, including Springhill Park, Del Mar Park, City Park, Spencer Garrett Park, and Red-tailed Hawk Park. A full listing of projects can be found in the Parks and Open Space Capital Improvement Program Detail starting on page J-18.

PARKS & OPEN SPACE

Construction - Parks

FINANCIAL INFORMATION

Capital Funding:

Fund and Subfund	Carryforward 2007	2008 Projected	Five-Year Plan 2009	2010	2011	2012	2013	Total 2009-2013
Arapahoe County Open Space Fund								
Arapahoe County Open Space Sbf	2,638,404	2,034,000	2,800,000	572,528	0	300,000	0	3,672,528
Conservation Trust Fund								
Conservation Trust Subfund	1,169	0	1,375,000	800,000	775,000	600,000	600,000	4,150,000
Designated Revenues Fund								
AdCo Open Space Tax Subfund	125,000	0	300,000	0	300,000	0	0	600,000
Parks Development Fund								
Parks Development Subfund	1,228,085	1,780,147	851,039	77,472	0	0	0	928,511
Total Cost	**$3,992,658**	**$3,814,147**	**$5,326,039**	**$1,450,000**	**$1,075,000**	**$900,000**	**$600,000**	**$9,351,039**

Operating Impact:

Operating impacts include the cost of maintenance of new parks such as turf management, trash duties, irrigation repair and maintenance, facilities and structure repair, and graffiti removal. As more parks come on line, additional dollars would be necessary to maintain parks at the current standards. Additional operating costs are not projected in the General Fund pro forma.

Infrastructure - Open Space

PROJECT INFORMATION

Location: Various
Proj. Type: Improvements to System/Facility/Infrastructure
Category: Infrastructure

Proj. Manager: Pat Schuler
Start Date: Quarter 1, 2005
End Date: Quarter 4, 2013
Bond Funded: No

Description:

This project is located in Arapahoe County Open Space Fund, Conservation Trust Fund, and Designated Revenue Fund. The project funds the renovation and/or replacement of existing facilities within the open space system to include the following: fencing and signage, vegetation restoration, noxious weed control and regional trail renovation. A full listing of projects can be found in the Parks and Open Space Capital Improvement Program Detail starting on page J-18.

PARKS & OPEN SPACE

Infrastructure - Open Space

FINANCIAL INFORMATION

Capital Funding:

Fund and Subfund	Carryforward 2007	2008 Projected	Five-Year Plan 2009	2010	2011	2012	2013	Total 2009-2013
Arapahoe County Open Space Fund								
Arapahoe County Open Space Sbf	226,458	75,000	475,000	100,000	250,000	300,000	300,000	1,425,000
Conservation Trust Fund								
Conservation Trust Subfund	142,070	75,000	25,000	40,000	100,000	90,000	35,000	290,000
Designated Revenues Fund								
AdCo Open Space Tax Subfund	106,489	0	25,000	75,000	25,000	25,000	35,000	185,000
Total Cost	**$475,017**	**$150,000**	**$525,000**	**$215,000**	**$375,000**	**$415,000**	**$370,000**	**$1,900,000**

Operating Impact:

Operating impacts include the cost of maintenance and repair of existing infrastructure. No additional operating costs are necessary.

Infrastructure - Parks

PROJECT INFORMATION

Location: Various
Proj. Type: Improvements to System/Facility/Infrastructure
Category: Infrastructure

Proj. Manager: Tracy Young
Start Date: Quarter 1, 2005
End Date: Quarter 4, 2013
Bond Funded: No

Description:

This project is located in Arapahoe County Open Space Fund, Conservation Trust Fund, and Designated Revenue Fund. It funds the renovation and/or replacement of existing facilities within the developed parks of the Parks and Open Space system to include the following: miscellaneous improvements; playground replacement; park path replacement; court paving, fencing and lighting replacements; park signage and field renovation. A full listing of projects can be found in the Parks and Open Space Capital Improvement Program Detail starting on page J-18.

PARKS & OPEN SPACE

Infrastructure - Parks

FINANCIAL INFORMATION

Capital Funding:

Fund and Subfund	Carryforward 2007	2008 Projected	Five-Year Plan 2009	2010	2011	2012	2013	Total 2009-2013
Arapahoe County Open Space Fund								
Arapahoe County Open Space Sbf	811,232	150,000	400,000	1,000,000	1,340,000	1,825,000	1,675,000	6,240,000
Capital Projects Fund								
General CIP	319,666	-50,000	75,000	75,000	75,000	75,000	100,000	400,000
Designated Revenues Fund								
AdCo Open Space Tax Subfund	0	180,000	25,000	200,000	15,000	375,000	365,000	980,000
Total Cost	**$1,130,898**	**$280,000**	**$500,000**	**$1,275,000**	**$1,430,000**	**$2,275,000**	**$2,140,000**	**$7,620,000**

Operating Impact:

These park facility replacements and upgrades are not new facilities. Lower maintenance and supply costs will be incurred on the improved facilities. This will offset a portion of the budget reductions Parks and Open Space has experienced.

Infrastructure - Trails

PROJECT INFORMATION

Location: Various
Proj. Type: Improvements to System/Facility/Infrastructure
Category: Infrastructure

Proj. Manager: Pat Schuler
Start Date: Quarter 1, 2005
End Date: Quarter 4, 2013
Bond Funded: No

Description:

This project, which is assocated with the renovation and improvements to the existing greenways and trail system, is located in Arapahoe County Open Space Fund, Capital Projects Fund, Conservation Trust Fund, and The Designated Revenue Fund. A full listing of projects can be found in the Parks and Open Space Capital Improvement Program Detail starting on page J-18.

PARKS & OPEN SPACE

Infrastructure - Trails

FINANCIAL INFORMATION

Capital Funding:

Fund and Subfund	Carryforward 2007	2008 Projected	Five-Year Plan 2009	2010	2011	2012	2013	Total 2009-2013
Arapahoe County Open Space Fund								
Arapahoe County Open Space Sbf	322,204	-75,000	0	0	750,000	500,000	500,000	1,750,000
Capital Projects Fund								
General CIP	260,197	200,000	175,000	175,000	175,000	175,000	200,000	900,000
Conservation Trust Fund								
Conservation Trust Subfund	761,918	0	0	0	0	0	0	0
Designated Revenues Fund								
AdCo Open Space Tax Subfund	0	75,000	0	0	0	0	0	0
Total Cost	**$1,344,319**	**$200,000**	**$175,000**	**$175,000**	**$925,000**	**$675,000**	**$700,000**	**$2,650,000**

Operating Impact:

Renovation should help lower maintenance and supply costs of existing infrastructure, which could help offset the budget reductions Parks and Open Space has experienced.

PUBLIC WORKS

DRCOG TSSIP Grant Award

PROJECT INFORMATION

Location: Chambers, Iliff/Evans/Jewell & Quincy Corridors
Proj. Type: Improvements to System/Facility/Infrastructure
Category: Infrastructure

Proj. Manager: Anna Bunce
Start Date: Quarter 1, 2008
End Date: Quarter 4, 2012
Bond Funded: No

Description:

The Traffic Signal System Improvement Program (TSSIP) grant allows for replacement of existing Qwest telephone lines which will eliminate system downtime and related issues and will increase efficiency in operation of signal timing. The program is reflective of the department's ongoing efforts to minimize overall delay and fuel consumption, while maximizing efficiency and citizen communication.

The grant was awarded in 2008 for $2.23 million over a five-year period, with no city match required.

Current corridors include:
- Iliff Corridor from Havana to Tollgate Trail
- Chambers from 38th to Pioneer Hills
- Iliff from Jewell to Dunkirk
- Airport/Buckley from I70 to Smoky Hill Road

Future corridors include:
2009 - Airport Blvd., Mississippi, Hampden and Alameda
2010 - Peoria, 6th Ave., Smoky Hill Rd, and Parker Rd.
2011 - Tower Rd./Reservoir Rd., Havana, Colfax, and Arapahoe Rd.

FINANCIAL INFORMATION

Capital Funding:

Fund and Subfund	Carryforward 2007	2008 Projected	Five-Year Plan 2009	2010	2011	2012	2013	Total 2009-2013
Gifts & Grants Fund								
Federal Grants Pass-thru	0	900,000	450,000	450,000	430,000	0	0	1,330,000
Total Cost	**$0**	**$900,000**	**$450,000**	**$450,000**	**$430,000**	**$0**	**$0**	**$1,330,000**

Operating Impact:

Existing staff will perform installation of the equipment, so no additional operating impacts are expected.

South Maintenance Facility

PROJECT INFORMATION

Location:
Proj. Type: Upgrade or Expand System/Facility/Infrastructure
Category: Infrastructure

Proj. Manager: Peter Francis
Start Date: Quarter 1, 2009
End Date: Quarter 4, 2011
Bond Funded: No

PUBLIC WORKS

South Maintenance Facility

Description:

This project initial plan allowed for the construction of site improvements, storage facilities, and a building addition at the South Maintenance Facility.

In response to recent budget shortfalls, the original project was reduced from $4.7 million to $1.1 million. This reduction will allow only minimal, urgent upgrades to the facility rather than a complete reconstruction. Planned site improvements, replacements of Parks buildings, and expansion of equipment and materials storage will not be completed.

FINANCIAL INFORMATION

Capital Funding:

Fund and Subfund	Carryforward 2007	2008 Projected	Five-Year Plan 2009	2010	2011	2012	2013	Total 2009-2013
Capital Projects Fund								
General CIP	0	0	1,050,000	0	0	0	0	1,050,000
Total Cost	**$0**	**$0**	**$1,050,000**	**$0**	**$0**	**$0**	**$0**	**$1,050,000**

Operating Impact:

No additional operating impact is expected from this project.

Transportation Improvement Program

PROJECT INFORMATION

Location: City Wide
Proj. Type: Upgrade or Expand System/Facility/Infrastructure
Category: Infrastructure

Proj. Manager: Kevin Wegener
Start Date: Quarter 1, 2001
End Date: Ongoing
Bond Funded: No

Description:

The project includes City's match (not reimbursable) and City reimbursed expenditures for Transportation Improvement Program (TIP) projects. City of Aurora (COA) managed projects require appropriation for both the City match and the up-front reimbursable expense. Colorado Department of Transportation (CDOT) managed projects require an appropriation for only the City share. There is no projected end date, as the TIP program is expected to add projects in future years. Detail behind the five-year TIP plan can be found on page J-18 of the appendix.

FINANCIAL INFORMATION

Capital Funding:

Fund and Subfund	Carryforward 2007	2008 Projected	Five-Year Plan 2009	2010	2011	2012	2013	Total 2009-2013
Capital Projects Fund								
CIP Matching Funds Projects	1,450,236	6,788,750	0	0	0	0	0	0
General CIP	1,884,500	0	500,000	500,000	525,000	525,000	525,000	2,575,000
Total Cost	**$3,334,736**	**$6,788,750**	**$500,000**	**$500,000**	**$525,000**	**$525,000**	**$525,000**	**$2,575,000**

PUBLIC WORKS

Transportation Improvement Program

Operating Impact:

Minimal operating impact is expected as maintenance for improvements located on the State highway system will be performed by CDOT.

UNFUNDED NEEDS

AURORA

Unfunded Needs Overview

This section provides a brief list of potential budget additions which cannot be funded by available revenues. The section is divided into a summary of the Departmental operational unfunded needs to the General Fund, Facilities and Services Master Plan II (FMP II) for non-water projects, and a listing of unfunded needs from Aurora Water.

The General Fund Unfunded Operating Needs list includes a net of $16.8 million in department-requested unfunded needs, including 75.45 FTE. Unfunded needs are listed by department with cuts made in the 2009 Adopted Budget identified as "Restore 2009 Cut" in the title. The majority of the list is associated with fleet replacement, snow removal funding, Police Department needs, and Parks operations and management.

The City has identified a five-year priority list of unfunded capital needs ranging from $620,000 to $120 million. The total Facilities and Services Master Plan, Phase II five-year list, which can be found in the following pages, includes $542.1 million of unfunded City share for capital projects. During the 2009 budget building process, departments were asked to submit their highest priority unfunded capital projects. The most significant items in the list include a $32.0 million community events center, a $28.8 million community recreation center, $27.5 million for the 6th Ave Extension, $23.2 million for the first phase of a public safety complex, $33.1 million for the I-70 and Harvest Road interchange, and $120.0 million for projects associated with I-225. Funding for these items is primarily dependent on the future availability of new revenue sources.

The Aurora Water Department has identified $191.8 million in a five-year priority list of unfunded capital needs to be funded from the Wastewater Fund or the Water Fund. In the Wastewater Fund, $87.5 million was identified as unfunded; the most significant items from the list include $9.8 million for storm drain improvement, $6.3 million for the Highpointe lift station, and $7.7 million for the Box Elder Basin transfer to Upper Sand Creek for sewer collections development. The Water Fund identified a total of $104.3 million in unfunded needs with a majority of funding needed for future reservoir development at $28.5 million. Funding for these items is primarily dependent on the future availability of new revenue sources.

Departmental Unfunded Needs (General Fund)

Court Administration

Title	2009 FTE	2009 Budget	2009 Revenue	2009 Net
Add 1.0 FTE Detention Officer and Increase Funding for Interpreter Fees and Usage	1.00	103,690	0	103,690
Court Administration Total	**1.00**	**103,690**	**0**	**103,690**

Development Services

Title	2009 FTE	2009 Budget	2009 Revenue	2009 Net
Restore 2009 Cut - Reduce Contract Position Hours at the Aurora Business Development Center	0.00	15,000	0	15,000
Restore 2009 Cut - Reduce Travel and Training	0.00	1,500	0	1,500
Retail Development Consultant Services	0.00	33,000	0	33,000
Development Services Total	**0.00**	**49,500**	**0**	**49,500**

Finance

Title	2009 FTE	2009 Budget	2009 Revenue	2009 Net
Add 1.0 FTE Administrative Assistant in the Controller's Office	1.00	46,728	0	46,728
Restore 2009 Cut - Eliminate Contract Development Position and .5 Management Analyst Reduction	0.50	153,962	0	153,962
Restore 2009 Cut - Reduce Tax Audit Function	3.00	179,157	0	179,157
Restore 2009 Cut - Reduction of Finance Operations	0.00	86,028	0	86,028
Finance Total	**4.50**	**465,875**	**0**	**465,875**

Fire

Title	2009 FTE	2009 Budget	2009 Revenue	2009 Net
Backfill Overtime for Training	0.00	120,000	0	120,000
Restore 2009 Cut - Staffing and Truck Company Assignment Adjustment	6.00	462,811	0	462,811
Fire Total	**6.00**	**582,811**	**0**	**582,811**

Departmental Unfunded Needs (General Fund)

General Management

Title	2009 FTE	2009 Budget	2009 Revenue	2009 Net
Administrative Services - Restore 2009 Cut - Budget Reductions	0.50	40,450	0	40,450
Communications - Administrative Specialist for Access Aurora	0.20	5,264	0	5,264
Communications - Restore 2009 Cut - Reduction of One TV Service Positions	1.00	61,624	0	61,624
Facilities Management - Conversion of Facilities Engineering Assistant	1.00	11,653	0	11,653
Facilities Management - Facilities Access Control and Video Surveillance System	0.00	30,243	0	30,243
Facilities Management - Material and Repair Contract Cost Increase	0.00	69,663	0	69,663
Facilities Management - Restore 2009 Cut - Budget Reductions	0.00	48,221	0	48,221
Facilities Management - Utility Tracking System for Cost and Usage of Electricity and Natural Gas by Building	0.00	18,000	0	18,000
Fleet Replacement - Restore 2009 Cut - Budget Reduction	0.00	2,200,000	0	2,200,000
Fleet Vehicle Maintenance - Replacement of Mechanical Fuel Dispensers (10) at Satellite Fleet Facilities	0.00	100,000	0	100,000
Fleet Vehicle Maintenance - Restore 2009 Cut - Budget Reductions	1.00	157,536	0	157,536
Management Support - Internal Auditor	1.00	69,552	0	69,552
Management Support - Restore 2009 Cut - Budget Reductions and Mail Center Training Allocation	0.00	20,885	0	20,885
Management Support - Senior Internal Auditor	1.00	83,759	0	83,759
Management Support - Temp Part-Time Staff in Municipal Records	0.00	13,000	0	13,000
Print Shop - Restore 2009 Cut - Budget Reductions	0.00	1,492	0	1,492
Purchasing - Procurement Agent	1.00	39,161	0	39,161
Purchasing - Restore 2009 Cut - Budget Reduction	0.00	3,958	0	3,958
General Management Total	**6.70**	**2,974,461**	**0**	**2,974,461**

Human Resources

Title	2009 FTE	2009 Budget	2009 Revenue	2009 Net
Additional Funding for Extraordinary Service Program	0.00	7,500	0	7,500
Learning Officer	1.00	70,524	0	70,524
Restore 2009 Cut - Elimination of Second Language Program	0.00	49,751	0	49,751
Restore 2009 Cut - Manager of Compensation Hiring Delay	0.00	76,160	0	76,160

Departmental Unfunded Needs (General Fund)

Human Resources

Title	2009 FTE	Budget	Revenue	Net
Restore 2009 Cut - Other Reductions	0.00	23,070	0	23,070
Human Resources Total	1.00	227,005	0	227,005

Information Technology

Title	2009 FTE	Budget	Revenue	Net
GIS Programmer Analyst	1.00	79,189	0	79,189
Restore 2009 Cut - CAD Systems Coordinator and Other Budget Reductions	1.00	187,358	0	187,358
Restore 2009 Cut - Elimination of the PC Replacement Program for 2009	0.00	393,534	0	393,534
Storage Administrator	1.00	86,196	0	86,196
Technology Trainer	1.00	79,189	0	79,189
Information Technology Total	4.00	825,466	0	825,466

Library, Rec & Cultural Svcs

Title	2009 FTE	Budget	Revenue	Net
Add 1.0 Processing Clerk and 1.0 Electronic Resources Collection Development Clerk	2.00	79,306	0	79,306
Arapahoe Library District Funding Offset (2010)	0.00	502,541	0	502,541
Aurora Fox Arts Center Education Theater Assistant (Temporary)	0.00	7,200	0	7,200
Aurora Fox Arts Center Publicity/Marketing Sales Director	1.00	55,600	30,000	25,600
Aurora Fox Arts Center Used Truck	0.00	5,000	0	5,000
Beck Recreation Center Manager on Duty (Temp Contract)	0.00	10,000	0	10,000
Coal Creek School Relocation and Renovation	0.00	120,000	0	120,000
Community Needs Assessment Project/Recreation Plan Accreditation	0.00	100,000	0	100,000
Convert 3 long term Recreation Temporary Staff to Regular	3.00	25,000	0	25,000
Convert Dance Arts Administrative Assistant from Temporary to Regular	1.00	25,000	0	25,000
Cultural Arts Storage and Equipment Replacement	0.00	54,000	0	54,000
Employee Wellness Program Assistant (Temporary)	0.00	30,000	0	30,000

Departmental Unfunded Needs (General Fund)

Library, Rec & Cultural Svcs

Title	2009 FTE	2009 Budget	2009 Revenue	2009 Net
Expanded Hours at Moorhead Recreation Center per Council Request	0.00	6,000	0	6,000
Handicapped Lifts for Outdoor Pools	0.00	25,000	0	25,000
Lifeguard and Instructor Market Adjustments	0.00	45,000	0	45,000
Maintain Mobile Playground Program	0.00	10,000	0	10,000
Marketing/Promotions Position	1.00	43,730	0	43,730
Materials Acquisition Funding Restoration	0.00	200,000	0	200,000
Museum General Operating	0.00	12,500	0	12,500
Permanent Restrooms at DeLaney	0.00	30,000	0	30,000
Radio Frequency ID for Library Materials Handling	0.00	380,000	0	380,000
Recreation System Pass Program/Registration at Outdoor Pools	0.00	130,000	0	130,000
Replacement of Technology and Support Equipment	0.00	50,000	0	50,000
Restore 2009 Cut - Eliminate North Aurora Special Events Assistant	1.00	61,544	0	61,544
Restore 2009 Cut - Recreation Administration, Sports Programs, and Senior Programs Reductions	0.30	64,743	0	64,743
Restore 2009 Cut - Reduce Library Materials Acquisition Budget	0.00	235,000	0	235,000
Restore 2009 Cut - Registration Office Reductions	0.00	12,750	0	12,750
Restore Adult Sports Recreation Specialist	1.00	67,030	0	67,030
Restore General Fund Support for Museum Collection Specialist	0.00	52,364	0	52,364
Restore Loss of General Fund Support	0.00	60,000	0	60,000
Restore North Region Public Hours	0.00	339,700	0	339,700
Restore Tallyn's Reach Public Hours	0.00	243,000	0	243,000
Support for America's Promise for Aurora Youth	0.00	5,000	0	5,000
Trolley Shelter	0.00	28,000	0	28,000
Library, Rec & Cultural Svcs Total	**10.30**	**3,115,008**	**30,000**	**3,085,008**

Neighborhood Services

Title	2009 FTE	2009 Budget	2009 Revenue	2009 Net
Animal Care - Stand-by and Overtime Pay	0.00	17,000	0	17,000
Animal Care - Vehicle Laptops	0.00	61,000	0	61,000

Departmental Unfunded Needs (General Fund)

Neighborhood Services

Title	2009 FTE	Budget	Revenue	Net
Animal Care- Facility Improvements	0.00	10,000	0	10,000
Animal Care Officers- Add 2.0 FTE	2.00	139,000	0	139,000
Code Enforcement Vehicle Upgrade	0.00	7,000	0	7,000
Neighborhood Support Liaison- Add 1.0 FTE	1.00	74,000	0	74,000
Restore 2009 Cut - Code Enforcement FTE Reduction	1.00	59,672	0	59,672
Restore 2009 Cut - Neighborhood Liaison FTE Reduction	1.00	73,203	0	73,203
Restore Two Part-Time Community Relations Administrative Technicians to Full-Time	1.00	51,600	0	51,600
Neighborhood Services Total	**6.00**	**492,475**	**0**	**492,475**

Non-Departmental

Title	2009 FTE	Budget	Revenue	Net
FMP-II Request for 1 snowplow and 1 FTE every year or for every additional 20 miles of new road	1.00	320,000	0	320,000
Restore 2009 Cut - Decrease Visitor's Promotion Advisory Board Transfer	0.00	85,425	0	85,425
Restore 2009 Cut - Eliminate Budget for Performance Awards	0.00	100,000	0	100,000
Snow Removal of Additional Residential Streets - Equipment	0.00	1,610,000	0	1,610,000
Snow Removal of Existing Routes - Capital	0.00	930,000	0	930,000
Snow Removal of New Routes - Operating	0.00	100,000	0	100,000
Supplies and Personal Services for Snow Removal	0.00	106,653	0	106,653
Non-Departmental Total	**1.00**	**3,252,078**	**0**	**3,252,078**

Parks & Open Space

Title	2009 FTE	Budget	Revenue	Net
Add Ranger for Trail & Reservoir Patrol	1.00	50,000	0	50,000
Environmental Training	0.00	5,000	0	5,000
Forestry Technician for Hazardous Tree Removal	1.00	43,936	0	43,936
Restore 2009 Cut - Athletic Fields and Aurora Sports Park Reductions	0.00	54,205	0	54,205
Restore 2009 Cut - Forestry Reductions	1.00	106,839	0	106,839

Departmental Unfunded Needs (General Fund)

Parks & Open Space

Title	2009 FTE	2009 Budget	2009 Revenue	2009 Net
Restore 2009 Cut - Open Space and Natural Resources Reductions	0.00	55,000	0	55,000
Restore 2009 Cut - Parks Administration & PD&C Reductions	0.00	31,914	0	31,914
Restore 2009 Cut - Parks Operations and Management Reductions	2.00	588,620	0	588,620
Temporary Salary for Aurora Reservoir Beach Operations Support	0.00	42,000	0	42,000
Temporary Salary for Trail & Reservoir Patrol	0.00	30,000	0	30,000
Parks & Open Space Total	**5.00**	**1,007,514**	**0**	**1,007,514**

Planning

Title	2009 FTE	2009 Budget	2009 Revenue	2009 Net
Restore 2009 Cut - Abandoned Waste Money	0.00	19,100	0	19,100
Restore 2009 Cut - Eliminate Sr. Planner II Position Vacant	0.95	81,588	0	81,588
Socio Economic Analyst (Senior Planner II)	1.00	102,216	0	102,216
Planning Total	**1.95**	**202,904**	**0**	**202,904**

Police

Title	2009 FTE	2009 Budget	2009 Revenue	2009 Net
2 New Speed Monitoring Trailers	0.00	24,670	0	24,670
4 Replacement Motorcycles for Motorcycle Enforcement Team	0.00	118,000	0	118,000
Add 1 Full-time Interpreter Coordinator FTE	1.00	47,639	0	47,639
Add 1.0 Full-time Criminalist III (DNA Analyst)	1.00	113,598	0	113,598
Ammunition for Growth and Inflation	0.00	30,000	0	30,000
Commission on Accreditation for Law Enforcement Agencies (CALEA) On-Site Expenses	0.00	11,000	0	11,000
Driving Track Rental	0.00	8,000	0	8,000
Firing Range Maintenance	0.00	42,000	0	42,000
Replace 10 Police Vehicles Per Year Not Included in Fleet Replacement; Year 1 of 8-year Plan	0.00	200,000	0	200,000
Replace 20 Panasonic CF30 Computers for Academy Recruit Training & Detective Computers for the Field	0.00	113,200	0	113,200
Replace 3 Fume Hoods in Crime Lab	0.00	53,000	0	53,000

Departmental Unfunded Needs (General Fund)

Police

Title	2009 FTE	2009 Budget	2009 Revenue	2009 Net
Replacement Batteries for Radios and Mobile Data Computers	0.00	75,000	0	75,000
Restore 2009 Cut - Eliminate Five Vacant Police Report Clerk FTE	5.00	239,472	0	239,472
Restore 2009 Cut - Reduce Patrol Officer Overhire by Three FTE	3.00	227,846	0	227,846
Restore 2009 Cut - Reduce Police Recruitment Budget by 50 percent and Eliminate Hiring Bonuses	0.00	65,500	0	65,500
Technology Upgrades and Maintenance	0.00	50,000	0	50,000
Police Total	**10.00**	**1,418,925**	**0**	**1,418,925**

Public Defender

Title	2009 FTE	2009 Budget	2009 Revenue	2009 Net
Additional Administrative Assistant Staff	1.00	49,786	0	49,786
Additional Training Budget	0.00	4,000	0	4,000
Salary Adjustments for Legal Staff	0.00	72,000	0	72,000
Public Defender Total	**1.00**	**125,786**	**0**	**125,786**

Public Works

Title	2009 FTE	2009 Budget	2009 Revenue	2009 Net
Asphalt Material Cost Increases	0.00	102,000	0	102,000
Contract Services for Street Material Placement	0.00	27,200	0	27,200
Crack/Seal Material Cost Increases	0.00	13,600	0	13,600
Lighting Improvements to Existing System	0.00	150,000	0	150,000
Restore 2009 Cut - Eliminate 3.0 Vacant Positions in Engineering Services	3.00	221,592	0	221,592
Restore 2009 Cut - Public Improvement Inspections	4.00	260,870	0	260,870
Restore 2009 Cut - Street Maintenance	0.00	497,284	0	497,284
Restore 2009 Cut - Street Sweeping	0.00	78,134	0	78,134
Restore 2009 Cut - Traffic Operations	0.00	120,558	0	120,558
Snow Removal of Additional Residential Streets - Material and Personnel	8.00	416,978	0	416,978
Traffic Signal Maintenance - Additional Staff	2.00	144,758	0	144,758

Departmental Unfunded Needs (General Fund)

Public Works

Title	2009 FTE	2009 Budget	2009 Revenue	2009 Net
Public Works Total	**17.00**	**2,032,974**	**0**	**2,032,974**
Grand Total	**75.45**	**16,876,472**	**30,000**	**16,846,472**

Facilities and Services Master Plan, Phase II
Unfunded City Capital Needs

Project		Unfunded City Share Capital Cost Estimate*	Annual Operating Cost Estimate
Library, Recreation, and Cultural Services			
	Northwest Recreation Center	$ 14,134,100	$ 1,181,400
	South Central Community Recreation Center and Library	28,811,100	2,354,500
	Del Mar Pool Renovation	1,131,300	69,500
	Utah Gymnasium Addition and Facility/Area Reconstruction	6,102,200	417,200
	Expo Recreation Addition	3,532,200	153,800
	Community Events Center with Parking Garage	32,007,100	2,223,800
	Eastern Tier Library	7,950,000	613,700
	Subtotal Library, Recreation, and Cultural Services	**$ 93,668,000**	**$ 7,013,900**
Parks			
	Southeast Athletic Fields and Buildings	$ 20,213,600	$ 1,342,400
	Park Shade Structures (New)	660,000	-
	Parks Staff and Equipment	1,105,000	1,867,000
	Major Park Renovations *(11 total)*	8,174,480	-
	Signature Park #1	23,000,000	404,000
	Trails (includes 3 new trail constructions and 1 reconstruction.)	2,936,000	-
	Miscellaneous Special Use and Regional Parks	9,700,000	-
	Aurora Sports Park Championship Baseball Field	955,000	126,000
	Harvest & Mississippi Athletic Fields (Sec. 20)	5,487,900	485,500
	Neighborhood Parks	620,000	-
	New Median Construction	7,124,500	518,300
	South Central Community Center Park and Grounds	3,000,000	-
	Subtotal Parks	**$ 82,976,480**	**$ 4,743,200**

Facilities and Services Master Plan, Phase II
Unfunded City Capital Needs

Project		Unfunded City Share Capital Cost Estimate*	Annual Operating Cost Estimate
Public Safety			
	New Fire Station- Cut from 2008 Budget	$ 2,900,000	$ 1,250,000
	Public Safety Complex - Phase I	23,215,200	286,400
	Upgrade / Remodel for Police Headquarters	8,475,800	-
	Fifth Aerial Ladder Truck Personnel	875,600	1,200,100
	New District 2 Police Station	8,415,600	418,700
	Courtroom 10 Build	774,400	745,000
	Sixth Aerial Ladder Truck and Personnel	875,600	1,200,100
	Permanent Northeast Area Fire Station	625,900	1,240,900
	Temporary Cross Creek Fire Station Staffing, Truck, and Equipment	625,900	1,208,000
	Temporary Far Southeast Fire Station Staffing, Truck, and Equipment	625,900	1,208,000
	Temporary Windler Fire Station Staffing, Truck, and Equipment	625,900	1,208,000
	Subtotal Public Safety	**$ 48,035,800**	**$ 9,965,200**
Transportation	(All Projects are 100% City Funded Except as Noted.)		
	I-225/Colfax Interchange (20% City Share)	$ 5,080,000	$ -
	Public Works Maintenance Personnel and Equipment	875,000	738,500
	Replace Key Equipment (New)	3,500,000	-
	6th Avenue Widening: Airport Boulevard to Tower Road	9,084,000	-
	6th Avenue Extension: Tower Road to E-470 (Now Assumes 100% City Funding)	27,505,000	-
	Tower Road Widening: Smith Road to Colfax Avenue	6,057,240	-
	Peoria Bridge Widening at Sand Creek	8,836,000	-
	Picadilly Road Widening: 26th to 38th	3,030,000	-
	Gun Club Road Widening: Yale to Dove Hill (80% City Share)	8,557,882	-
	Tower Road Extension: Colfax Avenue to 6th Avenue	8,365,000	-
	I-70/Picadilly Interchange at Picadilly (30% City Share)	11,000,000	-
	Gartrell Bridge Widening at E-470	4,434,000	-

Facilities and Services Master Plan, Phase II
Unfunded City Capital Needs

Project		Unfunded City Share Capital Cost Estimate*	Annual Operating Cost Estimate
Transportation (Continued)			
	Harvest Mile Road Widening: Quincy to Orchard (50% City Share)	$ 2,198,000	$ -
	I-225 Widening: Parker to Mississippi (Was Parker to Colfax in 2008. Now Assumes 100% City Funding)	120,000,000	-
	I-70/Harvest Road Interchange at Harvest Road (New Assumes no TIP Funding)	33,076,648	-
	Quincy Avenue Widening (Monaghan Rd. to Plains Pkwy. Aurora Has Greater Responsibility.)	9,257,000	-
	Peoria /Smith Rd Grade Separation over UPRR Tracks (New. 10% City Share.)	5,000,000	-
	Subtotal Transportation	**$ 265,855,770**	**$ 738,500**
Other			
	North Maintenance Facility Renovation	$ 5,976,000	$ 78,900
	Southeast Area Animal Shelter	5,719,600	892,600
	Colfax Streetscape Improvements	3,525,500	-
	Fiber Optic Connection to City Buildings	4,000,000	365,000
	Financial Systems Replacement	10,000,000	485,000
	Tax and License System	2,500,000	175,000
	Fletcher Plaza Urban Renewal Area	2,000,000	-
	Havana District, Montview Plaza Area, and Transit Oriented Development	3,000,000	-
	Parking Structures (Colfax and Fitzsimons Redevelopment Area)	1,323,500	TBD
	South/SE Maintenance Facility	13,500,000	73,200
	Subtotal Other	**$ 51,544,600**	**$ 2,069,700**
Total		**$ 542,080,650**	**$ 24,530,500**

***City Share Capital Cost amounts are preliminary estimates**

Aurora Water Department
Unfunded Capital Needs 2009-2013

Fund/Program/Project		Total Unfunded Capital Cost 2009-2013
Wastewater Fund		
Collection-Sewer Development		
2nd Creek E Tributary Lift Station	$	3,927,600
2nd Creek Sewer-68th Avenue to 56th Avenue		2,659,316
Box Elder Basin Transfer to Upper Sand Creek		7,744,800
Cherry Creek Lift Station Force Main		1,272,400
Sand Creek: Lima Street to Zion Street		3,565,001
Southeast Long Avenue to County Line Road		862,500
Upper Coal Creek Lift Station & Force Main		636,200
Subtotal Collection- Sewer Development	**$**	**20,667,817**
Collection- Sewer System Improvement		
Cherry Creek Lift Station Force Main	$	1,272,400
Sand Creek: Lima Street to Zion Street		3,564,999
Westside Interceptor/Parallel Sewer		2,779,733
Subtotal Collection- Sewer System Improvement	**$**	**7,617,132**
Developer Related Projects- Sewer Development		
2nd Creek Harvest Road to Powhaton Road	$	599,400
Development Related- Sanitary Sewer		1,078,380
W Fork 2nd Creek 72nd Avenue to Liverpool		1,414,740
Subtotal Developer Related Projects- Sewer Development	**$**	**3,092,520**
Facilities- Sewer Development		
2nd Creek West Tributary Lift Station/Force Main	$	2,780,880
Box Elder Wastewater Treatment Plant		2,895,710
Highpointe Lift Station & Sewer		6,328,831
Kings Pointe Central Basin Lift Station		2,500,000
West Fork of Second Creek Lift Station & Force Main		1,843,680
Subtotal Facilities- Sewer Development	**$**	**16,349,101**
Facilities- Sewer System Improvement		
Future Maintenance Facility	$	4,090,000

Aurora Water Department
Unfunded Capital Needs 2009-2013

Fund/Program/Project		Total Unfunded Capital Cost 2009-2013
Wastewater Fund		
Facilities- Sewer System Improvement (continued)		
Reuse Storage-System Improvement	$	4,960,400
New Operations Control Center		355,551
Subtotal Facilities- Sewer System Improvement	**$**	**9,405,951**
Facilities- Storm Drain System Improvement		
Future Maintenance Facility	$	2,500,000
New Operations Control Center		1,946,051
Subtotal Facilities- Storm Drain System Improvement	**$**	**4,446,051**
Operations Project- Storm Drain System Improvement		
Concrete Channel Rehabilitation		919,800
Subtotal Operations Project- Storm Drain System Improvement	**$**	**919,800**
Storm Water- Storm Drain Development		
Coal Creek Tributaries	$	1,134,120
Developer Cost Shares		943,160
E470 Corridor Drain Improvement		2,417,064
Kings Pointe Drainage Improvement		1,526,880
Subtotal Storm Water- Storm Drain Development	**$**	**6,021,224**
Storm Water- Storm Drain System Improvement		
Coal Creek Tributaries		1,134,120
Easterly Creek Outfall Improvement		1,894,720
Lowry 11th Avenue Outfall		10,074
Storm Drain Repair/Replacement		4,662,850
Storm Drain System Improvement		9,799,435
Upper Senac Tributary/Water Quality-System Improvement		1,438,560
Subtotal Storm Water- Storm Drain System Improvement	**$**	**18,939,759**
Total Wastewater Fund	**$**	**87,459,355**

Aurora Water Department
Unfunded Capital Needs 2009-2013

Fund/Program/Project		Total Unfunded Capital Cost 2009-2013
Water Fund		
Developer Related Projects - Water Development		
64th/60th 24": Himalaya to Gun Club	$	1,472,600
Developer Funded Projects-Not Categorized		2,143,400
Gun Club 24": 38th to 56th		2,840,490
Subtotal Developer Related Projects - Water Development	**$**	**6,456,490**
Facilities- Water Development		
Administration Space	$	2,947,375
Wemlinger Zones 4 & 5 Pump Stations		3,927,000
Subtotal Facilities- Water Development	**$**	**6,874,375**
Facilities- Water System Improvement		
Administration Space	$	2,947,375
Future Maintenance Facility		5,000,000
New Operations Control Center		3,892,103
Subtotal Facilities- Water System Improvement	**$**	**11,839,478**
Land and Water Acquisition- Water Development		
Eagle River Head Water Project	$	4,453,400
Reuse Reservoir Land Acquisition		1,679,155
Subtotal Land and Water Acquisition- Water Development	**$**	**6,132,555**
Operations Projects- Water System Improvement		
Rampart 54" Raw Water Line		300,000
Subtotal Operations Projects- Water System Improvement	**$**	**300,000**
Raw Water- Water Development		
Future Reservoir	$	12,360,940
Rampart Delivery System		14,551,754
Subtotal Raw Water- Water Development	**$**	**26,912,694**

Aurora Water Department
Unfunded Capital Needs 2009-2013

Fund/Program/Project		Total Unfunded Capital Cost 2009-2013
Water Fund		
Raw Water- Water System Improvement		
Future Reservoir	$	16,110,940
Rampart Delivery System		17,785,476
Raw Water Maintenance		148,650
Subtotal Raw Water- Water System Improvement	**$**	**34,045,066**
Storage- Water Development		
Box Creek Reservoir		2,118,400
Subtotal Storage- Water Development	**$**	**2,118,400**
Storage- Water System Improvement		
Box Creek Reservoir	$	2,118,400
Gravel Pit Storage Arkansas		3,005,300
Subtotal Storage- Water System Improvement	**$**	**5,123,700**
Transmission and Distribution- Water Development		
Zone 5 Reservoir Kings Pointe		1,935,000
Subtotal Transmission and Distribution- Water Development	**$**	**1,935,000**
Transmission and Distribution- Water System Improvement		
Zone 5 Reservoir-Kings Pointe		2,565,000
Subtotal Transmission and Distribution- Water System Improvement	**$**	**2,565,000**
Total Water Fund	**$**	**104,302,758**
Total Aurora Water Department	**$**	**191,762,113**

APPENDICES

AURORA

Operating Reconciliations

AURORA

Operating Budget Reconciliation Overview

2009 Operating Reconciliation

The purpose of the operating reconciliation is to illustrate the steps involved in the creation of the 2009 operating budget. The process includes several steps:

- 2008 Adopted Budget;
- Removals of one-time costs previously included in the budget;
- Items from the 2007 Fall and 2008 Spring supplemental ordinances that were approved to be ongoing items in 2009;
- Estimated personal services (PS Deltas) represent changes to personal service costs;
- Increases for mandated costs like electricity and water lead to the Base Final;
- Adds and Cuts; and
- Proposed Adjustments represents changes made to the proposed budget at the September 27, 2008 workshop or at the October 13, 2008 study session for Aurora Water.

City Council Adjustments to City Manager's Proposed 2009 Budget

The purpose of this reconciliation is to illustrate the adjustments City Council made to the proposed budget in the September 27, 2008 budget meeting or at the October 13th study session for Aurora Water. 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 2009 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 2007 CAFR to 2009 Adopted General Fund Summary

The purpose of this reconciliation is to illustrate the differences between the General Fund 2007 actual fund balance as reported in the Comprehensive Annual Financial Report (CAFR) to the 2007 actual undesignated funds available reported in the General Fund Summary.

Appendix 1

2009 Operating Reconciliation by Fund and Department

Fund \ Department	2008 Adopted Final	2008 Onetimes / Init Adj	2007 Fall 2008 Spr Supp	2009 PS Deltas	2009 Vacancy Savings	2009 Other Adj	2009 Base Adds	2009 Base Cuts	2009 Proposed Estimate	2009 Proposed Adjust	2009 Adopted Final
ABATEMENT FUND											
Neighborhood Services total:	749,039	-57,000	346,605	14,914	0	10,642	183,432	-124,000	1,123,632	0	1,123,632
Non-Departmental total:	1,342	0	0	5,052	0	0	0	0	6,394	0	6,394
Parks & Open Space total:	80,000	0	0	0	0	0	0	0	80,000	0	80,000
ABATEMENT FUND TOTAL:	830,381	-57,000	346,605	19,966	0	10,642	183,432	-124,000	1,210,026	0	1,210,026
ARAPAHOE COUNTY OPEN SPACE FUND											
Non-Departmental total:	25,469	0	0	-5,859	0	0	0	0	19,610	0	19,610
Parks & Open Space total:	2,718,421	0	84,223	91,685	0	1,050	379,300	0	3,274,679	0	3,274,679
ARAPAHOE COUNTY OPEN SPACE FUND TOTAL:	2,743,890	0	84,223	85,826	0	1,050	379,300	0	3,294,289	0	3,294,289
BUILDING REPAIR FUND											
Non-Departmental total:	0	0	0	0	0	0	0	0	0	18,209	18,209
BUILDING REPAIR FUND TOTAL:	0	0	0	0	0	0	0	0	0	18,209	18,209
COMMUNITY DEVELOPMENT FUND											
Neighborhood Services total:	4,854,677	0	0	130,001	0	-4,984,678	4,305,915	0	4,305,915	0	4,305,915
Non-Departmental total:	0	0	0	0	0	0	0	0	0	0	0
COMMUNITY DEVELOPMENT FUND TOTAL:	4,854,677	0	0	130,001	0	-4,984,678	4,305,915	0	4,305,915	0	4,305,915
CONSERVATION TRUST FUND											
Library, Rec & Cultural Svcs total:	32,438	0	0	0	0	0	0	0	32,438	0	32,438
Non-Departmental total:	8,930	0	0	-1,122	0	0	0	0	7,808	0	7,808
Parks & Open Space total:	537,867	0	60,938	16,949	0	-109	0	0	615,645	0	615,645
CONSERVATION TRUST FUND TOTAL:	579,235	0	60,938	15,827	0	-109	0	0	655,891	0	655,891
CULTURAL SERVICES FUND											
Library, Rec & Cultural Svcs total:	2,454,327	0	40,000	72,473	0	-32,921	0	-61,544	2,472,335	0	2,472,335

Appendix 1

2009 Operating Reconciliation by Fund and Department

Fund \ Department	2008 Adopted Final	2008 Onetimes / Init Adj	2007 Fall 2008 Spr Supp	2009 PS Deltas	2009 Vacancy Savings	2009 Other Adj	2009 Base Adds	2009 Base Cuts	2009 Proposed Estimate	2009 Proposed Adjust	2009 Adopted Final
CULTURAL SERVICES FUND											
Non-Departmental total:	33,243	0	0	-13,647	0	21,250	15,000	0	55,846	0	55,846
CULTURAL SERVICES FUND TOTAL:	2,487,570	0	40,000	58,826	0	-11,671	15,000	-61,544	2,528,181	0	2,528,181
DEBT SERVICE (GO) FUND											
Non-Departmental total:	8,041,275	0	0	0	0	17,157	124,000	0	8,182,432	0	8,182,432
DEBT SERVICE (GO) FUND TOTAL:	8,041,275	0	0	0	0	17,157	124,000	0	8,182,432	0	8,182,432
DEBT SERVICE (SID) FUND											
Non-Departmental total:	270,025	18,475	0	0	0	129,921	0	0	418,421	0	418,421
DEBT SERVICE (SID) FUND TOTAL:	270,025	18,475	0	0	0	129,921	0	0	418,421	0	418,421
DESIGNATED REVENUES FUND											
City Council total:	2,000	0	0	0	0	0	0	0	2,000	0	2,000
Development Services total:	827,398	0	0	-28,625	0	-43,000	0	0	755,773	-360,900	394,873
Finance total:	176,907	-2,076	0	56,547	0	0	71,886	0	303,264	0	303,264
Fire total:	221,000	0	-51,000	0	0	0	0	0	170,000	0	170,000
General Management total:	643,386	0	0	6,870	0	0	0	-299,528	350,728	0	350,728
Information Technology total:	13,000	0	0	0	0	0	0	0	13,000	0	13,000
Judicial total:	129,693	0	0	-13,004	0	0	0	0	116,689	0	116,689
Library, Rec & Cultural Svcs total:	812,159	0	0	16,781	0	41,635	112,540	0	983,115	0	983,115
Neighborhood Services total:	214,084	0	0	0	0	-81,042	0	0	133,042	-5,427	127,615
Non-Departmental total:	5,590,263	0	0	-17,558	0	-157,920	0	0	5,414,785	0	5,414,785
Parks & Open Space total:	940,235	0	-271,026	11,085	0	-2,894	35,504	0	712,904	0	712,904
Planning total:	84,920	0	0	0	0	0	0	0	84,920	0	84,920
Police total:	1,604,450	0	0	9,934	0	-6,741	0	0	1,607,643	0	1,607,643

Appendix 1

2009 Operating Reconciliation by Fund and Department

Fund \ Department	2008 Adopted Final	2008 Onetimes / Init Adj	2007 Fall 2008 Spr Supp	2009 PS Deltas	2009 Vacancy Savings	2009 Other Adj	2009 Base Adds	2009 Base Cuts	2009 Proposed Estimate	2009 Proposed Adjust	2009 Adopted Final
DESIGNATED REVENUES FUND											
Public Works total:	12,906	0	5,970	0	0	0	0	0	18,876	0	18,876
DESIGNATED REVENUES FUND TOTAL:	11,272,401	-2,076	-316,056	42,030	0	-249,962	219,930	-299,528	10,666,739	-366,327	10,300,412
DEVELOPMENT REVIEW FUND											
Development Services total:	4,842,390	0	0	1,242,788	0	-700	0	-1,394,292	4,690,186	0	4,690,186
General Management total:	449,433	0	0	40,524	0	0	0	-93,559	396,398	0	396,398
Non-Departmental total:	2,122,460	0	-160,979	-123,920	0	315	0	-397,229	1,440,647	0	1,440,647
Planning total:	2,244,699	0	0	420,932	0	-3,125	0	-708,650	1,953,856	0	1,953,856
Public Works total:	1,109,417	0	0	120,075	0	-556	0	-261,652	967,284	0	967,284
DEVELOPMENT REVIEW FUND TOTAL:	10,768,399	0	-160,979	1,700,399	0	-4,066	0	-2,855,382	9,448,371	0	9,448,371
EMERGENCY CONTINGENCY FUND											
Non-Departmental total:	38,378	-38,378	0	0	0	0	0	0	0	0	0
EMERGENCY CONTINGENCY FUND TOTAL:	38,378	-38,378	0	0	0	0	0	0	0	0	0
ENHANCED E-911 FUND											
Information Technology total:	2,192,718	0	0	26,902	0	869	0	0	2,220,489	0	2,220,489
Non-Departmental total:	11,058	0	0	-4,073	0	0	0	0	6,985	766,400	773,385
ENHANCED E-911 FUND TOTAL:	2,203,776	0	0	22,829	0	869	0	0	2,227,474	766,400	2,993,874
FLEET MANAGEMENT FUND											
General Management total:	8,241,242	0	0	107,221	0	653,869	157,536	-157,536	9,002,332	0	9,002,332
Non-Departmental total:	69,150	0	0	-28,587	0	500,000	0	0	540,563	32,000	572,563
FLEET MANAGEMENT FUND TOTAL:	8,310,392	0	0	78,634	0	1,153,869	157,536	-157,536	9,542,895	32,000	9,574,895
GENERAL FUND											
City Attorney total:	4,800,914	0	0	273,390	0	2,028	0	0	5,076,332	-110,000	4,966,332

Appendix 1

2009 Operating Reconciliation by Fund and Department

Fund \ Department	2008 Adopted Final	2008 Onetimes / Init Adj	2007 Fall 2008 Spr Supp	2009 PS Deltas	2009 Vacancy Savings	2009 Other Adj	2009 Base Adds	2009 Base Cuts	2009 Proposed Estimate	2009 Proposed Adjust	2009 Adopted Final
GENERAL FUND											
City Council total:	1,016,862	-15,000	0	6,900	0	18,914	0	-40,000	987,676	15,500	1,003,176
Civil Service Commission total:	549,699	0	0	21,144	0	-746	19,500	0	589,597	0	589,597
Court Administration total:	6,905,041	0	0	250,089	0	68,582	0	0	7,223,712	-85,000	7,138,712
Development Services total:	961,953	0	0	48,044	0	-326	0	-16,500	993,171	377,229	1,370,400
Finance total:	5,432,576	-1,676	0	176,965	0	1,886	0	-419,147	5,190,604	0	5,190,604
Fire total:	33,328,454	-30,000	0	1,022,022	0	-65,894	108,540	-462,811	33,900,311	0	33,900,311
General Management total:	13,868,448	-8,500	13,900	311,283	0	184,883	319,528	-2,679,492	12,010,050	289,949	12,299,999
Human Resources total:	1,555,496	-25,000	-54,000	87,255	0	-185	0	-223,981	1,339,585	0	1,339,585
Information Technology total:	7,107,310	0	0	148,073	0	14,455	140,950	-789,892	6,620,896	0	6,620,896
Judicial total:	2,100,970	0	0	93,874	0	-86	0	0	2,194,758	-105,000	2,089,758
Library, Rec & Cultural Svcs total:	13,067,228	-50,000	0	267,125	0	365,455	2,000	-816,371	12,835,437	314,234	13,149,671
Neighborhood Services total:	3,658,730	0	-64,000	115,676	0	-5,099	0	-485,584	3,219,723	246,665	3,466,388
Non-Departmental total:	37,425,430	-2,000,000	0	-679,988	0	-1,744,314	2,810,000	-1,025,425	34,785,703	-1,174,000	33,611,703
Parks & Open Space total:	13,968,739	0	-160,979	359,605	0	-17,071	80,072	-860,009	13,370,357	50,000	13,420,357
Planning total:	1,312,523	-100,000	0	66,481	0	880	0	-100,688	1,179,196	0	1,179,196
Police total:	75,542,247	-61,358	0	2,284,974	0	236,853	556,027	-903,355	77,655,388	294,106	77,949,494
Public Defender total:	611,277	0	0	18,071	0	1,914	0	0	631,262	0	631,262
Public Safety Communications Center total:	5,586,950	0	0	111,047	0	450	0	0	5,698,447	0	5,698,447
Public Works total:	19,892,074	0	0	774,098	0	1,030,558	166,420	-1,178,438	20,684,712	100,000	20,784,712
GENERAL FUND TOTAL:	248,692,921	-2,291,534	-265,079	5,756,128	0	93,137	4,203,037	-10,001,693	246,186,917	213,683	246,400,600
GIFTS & GRANTS FUND											
Development Services total:	171,500	0	0	0	0	0	0	0	171,500	0	171,500
Fire total:	705,000	0	-95,000	305	0	0	0	0	610,305	0	610,305

Appendix 1

2009 Operating Reconciliation by Fund and Department

Fund \ Department	2008 Adopted Final	2008 Onetimes / Init Adj	2007 Fall 2008 Spr Supp	2009 PS Deltas	2009 Vacancy Savings	2009 Other Adj	2009 Base Adds	2009 Base Cuts	2009 Proposed Estimate	2009 Proposed Adjust	2009 Adopted Final
GIFTS & GRANTS FUND											
Judicial total:	14,000	0	0	0	0	0	0	0	14,000	0	14,000
Library, Rec & Cultural Svcs total:	659,809	0	0	0	0	278,489	0	15,600	953,898	0	953,898
Neighborhood Services total:	430,737	0	300,000	0	0	-139	0	0	730,598	0	730,598
Non-Departmental total:	842	0	0	-317	0	32	0	0	557	0	557
Parks & Open Space total:	510,000	0	0	0	0	0	0	0	510,000	0	510,000
Police total:	2,272,071	0	0	0	0	0	0	0	2,272,071	0	2,272,071
GIFTS & GRANTS FUND TOTAL:	4,763,959	0	205,000	-12	0	278,382	0	15,600	5,262,929	0	5,262,929
GOLF COURSES FUND											
Non-Departmental total:	95,339	0	0	-36,492	0	70	0	0	58,917	0	58,917
Parks & Open Space total:	10,401,470	-137,600	0	144,315	0	-270,741	82,952	-327,035	9,893,361	0	9,893,361
GOLF COURSES FUND TOTAL:	10,496,809	-137,600	0	107,823	0	-270,671	82,952	-327,035	9,952,278	0	9,952,278
POLICY RESERVE FUND											
Non-Departmental total:	339,338	-339,338	0	0	0	101,770	0	0	101,770	150,000	251,770
POLICY RESERVE FUND TOTAL:	339,338	-339,338	0	0	0	101,770	0	0	101,770	150,000	251,770
PRINT SHOP FUND											
General Management total:	620,259	0	0	4,037	0	-109	105,045	-1,492	727,740	0	727,740
Non-Departmental total:	5,717	0	0	-2,490	0	0	0	0	3,227	0	3,227
PRINT SHOP FUND TOTAL:	625,976	0	0	1,547	0	-109	105,045	-1,492	730,967	0	730,967
RECREATION FUND											
Library, Rec & Cultural Svcs total:	9,535,971	0	0	314,711	0	-30,278	0	-368,950	9,451,454	163,357	9,614,811
Non-Departmental total:	117,402	0	0	-48,596	0	2,298	0	0	71,104	15,015	86,119
RECREATION FUND TOTAL:	9,653,373	0	0	266,115	0	-27,980	0	-368,950	9,522,558	178,372	9,700,930

Appendix 1

2009 Operating Reconciliation by Fund and Department

Fund \ Department	2008 Adopted Final	2008 Onetimes / Init Adj	2007 Fall 2008 Spr Supp	2009 PS Deltas	2009 Vacancy Savings	2009 Other Adj	2009 Base Adds	2009 Base Cuts	2009 Proposed Estimate	2009 Proposed Adjust	2009 Adopted Final
RISK MANAGEMENT FUND											
Human Resources total:	8,411,041	0	0	26,303	0	-199,159	0	-7,320	8,230,865	0	8,230,865
Non-Departmental total:	18,659	0	0	-7,907	0	23	3,500,000	0	3,510,775	0	3,510,775
RISK MANAGEMENT FUND TOTAL:	8,429,700	0	0	18,396	0	-199,136	3,500,000	-7,320	11,741,640	0	11,741,640
SURPLUS & DEFICIENCY FUND											
Finance total:	20,750	0	0	0	0	0	15,000	0	35,750	0	35,750
Non-Departmental total:	0	0	0	0	0	0	225,000	0	225,000	0	225,000
SURPLUS & DEFICIENCY FUND TOTAL:	20,750	0	0	0	0	0	240,000	0	260,750	0	260,750
WASTEWATER FUND											
Aurora Water total:	40,009,479	-700,643	1,789,789	291,324	0	-445,230	4,053,817	0	44,998,536	0	44,998,536
Non-Departmental total:	249,993	0	0	-83,277	0	40,574	0	0	207,290	0	207,290
WASTEWATER FUND TOTAL:	40,259,472	-700,643	1,789,789	208,047	0	-404,656	4,053,817	0	45,205,826	0	45,205,826
WATER FUND											
Aurora Water total:	96,265,236	-1,226,455	-226,773	551,447	0	-2,324,402	4,327,333	-157,802	97,208,584	-2,158,656	95,049,928
City Attorney total:	4,500,000	0	0	0	0	0	0	0	4,500,000	0	4,500,000
Non-Departmental total:	447,288	0	0	-163,544	0	52,626	0	0	336,370	0	336,370
WATER FUND TOTAL:	101,212,524	-1,226,455	-226,773	387,903	0	-2,271,776	4,327,333	-157,802	102,044,954	-2,158,656	99,886,298
GRAND TOTAL OPERATING BUDGET:	476,895,221	-4,774,549	1,557,668	8,900,285	0	-6,638,017	21,897,297	-14,346,682	483,491,223	-1,166,319	482,324,904

City Council Adjustments to City Manager's Proposed 2009 Budget - September 27, 2008

Fund / Department	Adjustments	FTE Change	Revenue Change	CIP Budget Change	Operating Amendment Proposed	Operating Budget Change	Operating Budget Adopted
General Fund							
City Attorney	Eliminate vacant Paralegal and vacant 0.5 Assistant City Attorney	(1.50)	$ -	$ -	$ -	$ (110,000)	$ (110,000)
City Council	Metro Mayor transportation study	-	-	-	-	25,000	25,000
City Council	Metro Mayor youth awards	-	-	-	-	500	500
City Council	Reduction in Council Contingency	-	-	-	-	(10,000)	(10,000)
Court Administration	Eliminate 2.0 vacant Assistant Detention Officers	(2.00)	-	-	-	(85,000)	(85,000)
Development Services	Restore AEDC/ACED to 2008 levels and pay directly from the General Fund	-	-	-	360,900	16,329	377,229
Development Services	Technical Adjustment: Fund ACED/ACED directly from the General Fund	-	-	-	-	360,900	360,900
General Management	Restore layoff of TV personnel	2.00	-	-	(231,286)	169,662	(61,624)
General Management	Restore Access Aurora/Communications reduction	1.30	-	-	(120,287)	120,287	-
Judicial	Elimination of 1.5 vacant Associate Judge positions	(1.50)	-	-	-	(105,000)	(105,000)
Library Recreation & Cultural Services	Restore Chambers Plaza library	-	-	-	(27,600)	27,600	-
Library Recreation & Cultural Services	Restore subsidy for Fitzsimons Pool	-	-	-	(312,227)	106,634	(205,593)
Library Recreation & Cultural Services	Restore library hours at Central and Mission Viejo	5.00	-	-	(180,000)	180,000	-
Neighborhood Services	Eliminate transfer of two Code Enforcement Officers to Abatement Fund and restore two vacant FTE	4.00	-	-	(412,381)	240,338	(172,043)
Neighborhood Services	Restore NABA funding to 2008 levels and pay directly from the General Fund	-	-	-	19,100	900	20,000
Neighborhood Services	Technical Adjustment: Fund NABA directly from the General Fund				-	19,100	19,100
Neighborhood Services	Technical Adjustment: Restricted Breed Program supervisory expenses to be paid out of the Restricted Breed Program in Designated Revenues Fund.	-	-	-	-	(13,673)	(13,673)
Non-Departmental	Reduce portion of re-payment for Development Review Fund for economic development organizations	-	-	-	1,400,000	(794,000)	606,000
Non-Departmental	Technical Adjustment: Eliminate transfer for Economic Development to the Designated Revenues Fund and pay directly from the General Fund	-	-	-	380,000	(380,000)	-
Non-Departmental	Transfer of Building Repair Funds available to the General Fund	-	18,209	-	-	-	-
Non-Departmental	Transfer of Fleet Management Funds Available to the General Fund	-	32,000	-	-	-	-

City Council Adjustments to City Manager's Proposed 2009 Budget - September 27, 2008

Fund / Department	Adjustments	FTE Change	Revenue Change	CIP Budget Change	Operating Amendment Proposed	Operating Budget Change	Operating Budget Adopted
Non-Departmental	Transfer of Policy Reserve funds available to the General Fund	-	150,000	-	-	-	-
Non-Departmental	Transfer of Recreation Fund funds available to the General Fund	-	15,015	-	-	-	-
Non-Departmental	Transfer of Risk Fund funds available previously used to fund Efficiency Account	-	500,000	-	-	-	-
Non-Departmental	Use of E-911 funds for Public Safety Communications	-	766,400	-	-	-	-
Parks & Open Space	Median Maintenance	-	-	-	-	50,000	50,000
Police	Restore filled front desk positions	6.00	-	-	(533,578)	294,106	(239,472)
Public Works	Fastracks engineering consultant	-	-	-	-	100,000	100,000
	General Fund totals	**13.30**	**$ 1,481,624**	**$ -**	**$ 342,641**	**$ 213,683**	**$ 556,324**
						Funds Available Adjustment	**$ 1,267,941**
Abatement Fund							
Neighborhood Services	Restoration of 2 contract Code Enforcement staff offset by elimination of 2.0 FTE transfer from the General Fund	(2.00)	$ -	$ -	$ -	$ -	$ -
	Abatement Fund totals	**(2.00)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
						Funds Available Adjustment	**$ -**
Building Repair Fund							
Non-Departmental	Transfer of funds available to the General Fund	-	$ -	$ -	$ -	$ 18,209	$ 18,209
	Building Repair Fund totals	**-**	**$ -**	**$ -**	**$ -**	**$ 18,209**	**$ 18,209**
						Funds Available Adjustment	**$ (18,209)**
Designated Revenue Fund							
Development Services	Technical Adjustment: Remove payment and offsetting transfer from the General Fund for ACED / AEDC	-	$ (360,900)	$ -	$ -	$ (360,900)	$ (360,900)
Neighborhood Services	Technical Adjustment: Restricted breed supervisory expenses and fee change	-	(17,480)	-	-	13,673	13,673
Neighborhood Services	Technical Adjustment: Remove payment and offsetting transfer from the General Fund for NABA	-	(19,100)	-	-	(19,100)	(19,100)
Non-Departmental	Eliminate transfer in to fund Efficiency Fund from Risk Management Fund	-	(500,000)	-	-	-	-
	Designated Revenue Fund totals	**-**	**$ (897,480)**	**$ -**	**$ -**	**$ (366,327)**	**$ (366,327)**
						Funds Available Adjustment	**$ (531,153)**

City Council Adjustments to City Manager's Proposed 2009 Budget - September 27, 2008

Fund / Department	Adjustments	FTE Change	Revenue Change	CIP Budget Change	Operating Amendment Proposed	Operating Budget Change	Operating Budget Adopted
Development Review Fund							
Non-Departmental	Reduce repayment revenue for Economic Development from the General Fund	-	$ (794,000)	$ -	-	-	-
	Development Review Fund totals	**-**	**$ (794,000)**	**$ -**	**$ -**	**$ -**	**$ -**
						Funds Available Adjustment	**$ (794,000)**
E-911 Fund							
Non-Departmental	Use of E-911 Fund for Public Safety Communications	-	$ -	$ -	-	766,400	766,400
	E-911 Fund totals	**-**	**$ -**	**$ -**	**$ -**	**$ 766,400**	**$ 766,400**
						Funds Available Adjustment	**$ (766,400)**
Fleet Management Fund							
Non-Departmental	Transfer of funds available to the General Fund	-	$ -	$ -	-	32,000	32,000
	Fleet Management Fund totals	**-**	**$ -**	**$ -**	**$ -**	**$ 32,000**	**$ 32,000**
						Funds Available Adjustment	**$ (32,000)**
Policy Reserve Fund							
Non-Departmental	Transfer of funds available to the General Fund	-	$ -	$ -	-	150,000	150,000
	Policy Reserve Fund totals	**-**	**$ -**	**$ -**	**$ -**	**$ 150,000**	**$ 150,000**
						Funds Available Adjustment	**$ (150,000)**
Recreation Fund							
Library Recreation & Cultural Services	Technical Adjustment: Restore 0.3 Management Analyst Position funded by a reduction in equipment replacement	0.30	$ -	$ -	$ -	$ -	$ -
Library Recreation & Cultural Ser	Restore Fitzsimons Pool	-	163,357	-	(163,357)	163,357	-
Non-Departmental	Transfer of funds available to the General Fund	-	$ -	$ -	-	15,015	15,015
	Recreation Fund totals	**0.30**	**$ 163,357**	**$ -**	**$ (163,357)**	**$ 178,372**	**$ 15,015**
						Funds Available Adjustment	**$ (15,015)**
Water Fund							
Aurora Water	Technical Adjustment: Correct development and system improvement funding split for the Colorado / Arkansas Ditch Acquisition project in the Other Water Resources Program	-	$ -	$ -	$ -	$ -	$ -

City Council Adjustments to City Manager's Proposed 2009 Budget - September 27, 2008

Fund / Department	Adjustments	FTE Change	Revenue Change	CIP Budget Change	Operating Amendment Proposed	Operating Budget Change	Operating Budget Adopted
Aurora Water	Reduction in proposed rate increase from 9.0 to 8.0 percent	-	(438,809)	-	-	-	-
Aurora Water	Reduction in outside legal services	-	-	-	-	(200,000)	(200,000)
Aurora Water	Funding reduced for engineering, design, and inspection services	-	-	-	-	(195,000)	(195,000)
Aurora Water	Funding reduced for rate and fee studies and analysis	-	-	-	-	(150,000)	(150,000)
Aurora Water	Conservation budget for rebates reduced to $500,632	-	-	-	-	(73,000)	(73,000)
Aurora Water	Technical Adjustment: 2009 Water Revenue Bond debt service eliminated	-	-	-	1,540,656	(1,540,656)	-
Aurora Water	Future Reservoir	-	-	(750,000)	-	-	-
Aurora Water	Rampart Delivery System Deferred - System Improvement	-	-	(9,737,991)	-	-	-
Aurora Water	Rampart Delivery System Deferred - Development	-	$ -	$ (11,901,988)	-	-	-
	Water Fund totals	**-**	**$ (438,809)**	**$ (22,389,979)**	**$ 1,540,656**	**$ (2,158,656)**	**$ (618,000)**
					Funds Available Adjustment		**$ 24,109,826**
TOTAL ADJUSTMENTS FOR ALL FUNDS		**11.60**	**$ (485,308)**	**$ (22,389,979)**	**$ 1,719,940**	**$ (1,166,319)**	**$ 553,621**

Reconciliation of 2007 CAFR General Fund Balance, 12/31/07 to 2009 Adopted Budget Book Undesignated Funds Available, 12/31/07

	Funds	Source
Ending 2007 GAAP General Fund Balance, CAFR, 12/31/07	**$ 27,574,786**	(2007 CAFR pg 141)
Less: Adjustments to CAFR 2006 GAAP General Fund Balance		
(GAAP-Related Accounting Items - Budget Book does not make GAAP-related adjustments)		
Adjustment of Investments to Fair Value - not available for appropriation	(21,135)	(2007 CAFR pg 141)
Sales, Use & Lodgers Tax Accrual - not available for appropriation	(16,280,560)	(2007 CAFR pg 141)
Current Year Operating Encumbrances - previously appropriated and spent in the following year	(1,687,871)	(2007 CAFR pg 141)
Total of GAAP-Related Adjustments	(17,989,566)	
Ending Actual Funds Available, General Fund Balance, CAFR Non-GAAP, 12/31/07	**$ 9,585,220**	(2007 CAFR pg 141)
Ending Actual Funds Available, General Fund Balance, 2008 Adopted Budget Book, 12/31/07	**$ 9,585,220**	(2009 Adopted Budget Book F-3)
Less: Reservations and Designations, 12/31/06		
Estimated Designations (designated for CAFR and Budget purposes)		
For General Fund:		
Operating Reserve	9,585,220	(2009 Adopted Budget Book F-3)
Total General Fund Designations, CAFR and Budget, 12/31/07	9,585,220	(2009 Adopted Budget Book F-3)
Ending Undesignated Funds Available, General Fund Balance, CAFR, Non-GAAP, 12/31/07	**$ -**	(2009 Adopted Budget Book F-3, 2007 CAFR pg 141)
Ending Undesignated Funds Available 12/31/07, General Fund, 2009 Adopted Budget Book	**$ -**	(2009 Adopted Budget Book F-3, 2007 CAFR pg 141)

Capital Detail

AURORA

Capital Improvement Program
Detail Overview

2009 Building Repair Fund

This detail reconciliation provides a five-year spending plan for building repair projects in the Building Repair Fund. These projects involve 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.

2009 Parks Capital Improvement Program Detail

The Parks Capital Improvement Program Detail shows specific work plans for project types within the Parks and Open Space Department's five-year capital improvement program. This program crosses multiple funding sources and includes infrastructure, park construction, land acquisition and engineering costs.

2009 Transportation Improvement Program Detail

The Transportation Improvement Program (TIP) Detail identifies federally funded highway, transit, and trail improvements completed by the Colorado Department of Transportation (CDOT) and other local government sponsors. This detail is a listing of anticipated Aurora TIP projects from 2008 through 2013.

2009 Aurora Water Capital Improvement Detail

This section provides detailed project information for the planned five-year Aurora Water Capital Improvement Program. This document lists additional detail for individual projects within each funding source and program that are shown in Section H, the Capital Improvement section of this book. The Aurora Water Capital Program incorporates drought hardening for the current system and expansion for future population growth. Funding sources are broken into segments of developer funded projects and system improvement projects for Water, Sanitary Sewer, and Storm Sewer. Developer funded projects are funded through developer and annexation fees. System improvement projects are funded through rate charges to system users. Projects are often split between system improvement and developer funded sources depending on whether current system users, future users, or both will be benefiting from the project. Projects are categorized by programs.

Building Repair Fund Program Detail

Project/Title	2008 Projection	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total 2009 -2013
Beginning Funds Available	**$ 107,889**	**$ 99,103**	**$ 99,103**	**$ 85,112**	**$ 90,869**	**$ 81,165**	
SOURCES							
Transfer from CPF	$ 1,858,800	$ 1,858,800	$ 1,858,800	$ 1,858,800	$ 1,858,800	$ 1,858,800	$ 9,294,000
Charges for Services	45,000	45,000	45,000	45,000	45,000	45,000	225,000
Interest/Other Revenues	20,000	20,000	20,000	20,000	20,000	20,000	100,000
TOTAL SOURCES	**$ 1,923,800**	**$ 1,923,800**	**$ 1,923,800**	**$ 1,923,800**	**$ 1,923,800**	**$ 1,923,800**	**$ 9,619,000**
USES							
Direct Cost Facilities Management Services	**$ 121,386**	**$ 126,241**	**$ 131,291**	**$ 136,543**	**$ 142,004**	**$ 147,684**	**$ 683,763**
Major Building Repair							
Major Building Repair Projects							
AMC Campus Mech/Elec Systems Repair/Upgrade							
Phase 1	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Phase 2	-	-	-	-	-	-	-
Phase 4	450,000	-	-	-	-	-	-
Phase 5	-	450,000	-	-	-	-	450,000
Phase 6	-	-	500,000	-	-	-	500,000
Phase 7	-	-	-	450,000	-	-	450,000
Phase 8	-	-	-	-	550,000	-	550,000
Sub-Total AMC Campus	**$ 450,000**	**$ 450,000**	**$ 500,000**	**$ 450,000**	**$ 550,000**	**$ -**	**$ 1,950,000**
Beck Recreation Center							
Replace Windows, Upper Level	$ -	$ -	$ -	$ 100,000	$ -	$ -	$ 100,000
Replace Roof Over Pool	-	-	-	150,000	-	-	150,000
Replace Roof over Tiny Tots Area	-	-	100,000	-	-	-	100,000
Sub-Total Beck Recreation Center	**$ -**	**$ -**	**$ 100,000**	**$ 250,000**	**$ -**	**$ -**	**$ 350,000**
Fire Station Repair/Upgrade							
Fire Station Remodels (9,8)	$ 101,200	$ 162,850	$ -	$ -	$ -	$ -	$ 162,850
Sub-Total Fire Station Repair/Upgrade	**$ 101,200**	**$ 162,850**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 162,850**

Building Repair Fund Program Detail

Project/Title	2008 Projection	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total 2009 -2013
Miscellaneous Projects							
Maintain/Repair Steam Mains - Fitzsimons	$ -	$ -	$ 20,000	$ -	$ -	$ -	$ 20,000
Install Revolving Door - AMC	-	-	100,000	-	-	-	100,000
Repair Admin Tower Bldg- Aurora Reservoir	-	150,000	-	-	-	-	150,000
Construct Training Room- Police Firing Range	-	100,000	-	-	-	-	100,000
Repair Pool- Meadow Hills	400,000	-	-	-	-	-	-
Senior Center Renovation	48,500	-	-	-	-	-	-
Repair Ventilation in Wash Bay- Heavy Fleet	-	15,000	-	-	-	-	15,000
Dumpster Enclosure - Senior Center	-	12,000	-	-	-	-	12,000
Dumpster Enclosure - Central A	10,000	-	-	-	-	-	-
Sub-total Miscellaneous Projects	**$ 458,500**	**$ 277,000**	**$ 120,000**	**$ -**	**$ -**	**$ -**	**$ 397,000**
Miscellaneous Projects under $25,000	**$ 20,000**	**$ 68,500**	**$ 160,000**	**$ 150,000**	**$ 200,000**	**$ 200,000**	**$ 778,500**
HVAC Projects							
Modify Piping - Heating and Domestic HW - MJC	$ 27,000	$ -	$ -	$ -	$ -	$ -	$ -
Install A/C in AMC Elevator Rm 2	7,500	-	-	-	-	-	-
Modify Access Aurora Workstations	11,000	-	-	-	-	-	-
Install Ventilation System - District 1	-	15,000	-	-	-	-	15,000
Install Ventilation System - Police Firing Range	30,000	-	-	-	-	-	-
Install Ventilation System - Police Evidence Rm	12,500	-	-	-	-	-	-
Install Additional HVAC- MJC Data Center	14,500	-	-	-	-	-	-
Modify Outside Air for AC1 - District 2 Police	15,000	-	-	-	-	-	-
Replace Forced Air Furnaces - Greenhouse	8,500	-	-	-	-	-	-
Replace Main Pool HVAC System- Utah Pool	-	450,000	-	-	-	-	450,000
Replace HVAC - Fire Station 8	-	20,000	-	-	-	-	20,000
Install HVAC- Tallyn's Reach 911 Center	-	75,000	-	-	-	-	75,000
Retrofit HVAC Controls- Various Buildings	-	-	75,000	75,000	100,000	100,000	350,000
Retrofit HVAC Equipment- Various Buildings	-	-	100,000	200,000	200,000	450,000	950,000
Sub-Total HVAC Projects	**$ 126,000**	**$ 560,000**	**$ 175,000**	**$ 275,000**	**$ 300,000**	**$ 550,000**	**$ 1,860,000**

Building Repair Fund Program Detail

Project/Title	2008 Projection	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total 2009 -2013
Historic Site Preservation							
Hornbein Building Roof, Windows & HVAC Repairs	$ 30,000	$ -	$ -	$ -	$ -	$ -	$ -
Replace Stairs- Centennial House	8,500	-	-	-	-	-	-
Relocate Dutch Mill to Temp Location @ Central Facilities	20,000	-	-	-	-	-	-
Historic Site Preservation - Delaney Farm	22,000	-	-	-	-	-	-
Guard Houses- Generals Park	80,000	-	-	-	-	-	-
Subtotal Historic Site Preservation	**$ 160,500**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Security/Fire Alarm Systems							
Repair Fire Alarm - Meadowood Rec	$ 25,000	$ -	$ -	$ -	$ -	$ -	$ -
Repair/Replace Fire Alarm Systems- Misc Bldgs	20,000	15,000	25,000	25,000	25,000	50,000	140,000
Install Security Access/Camera Systems- Various	50,000	20,000	50,000	50,000	50,000	130,000	300,000
Retrofit Locks to Best Master Key System	20,000	10,000	15,000	15,000	40,000	40,000	120,000
Sub-Total Security/Fire Alarm Systems	**$ 115,000**	**$ 45,000**	**$ 90,000**	**$ 90,000**	**$ 115,000**	**$ 220,000**	**$ 560,000**
Roof Repair/Concrete Repair/Painting/Carpet/Tile/Structural							
Repair Roofs- Fitzsimons Bldgs 620, 621, 622	$ -	$ 36,000	$ -	$ -	$ -	$ -	$ 36,000
Repair Roofs - Various Buildings	55,000	-	100,000	125,000	175,000	200,000	600,000
Concrete Repair - Multiple Areas	10,000	40,000	75,000	125,000	125,000	125,000	490,000
Repair Roof- Moorhead Pool	20,000	-	-	-	-	-	-
Reside/Paint Concession,Storage & Entry Bldgs- Aurora Reservoir	60,000	-	-	-	-	-	-
Replace Carpet- District 2 Police Bldg	99,500	-	-	-	-	-	-
Replace Carpet- District 1 Police	-	-	100,000	-	-	-	100,000
Install Rubber Tile in Stairwells- MJC	-	-	30,000	-	-	-	30,000
Install Epoxy Coating in Hallway & Mechanical Rm- MJC	-	-	15,000	-	-	-	15,000
Paint Concession Stands/Restroom Bldgs- Sports Park	-	-	75,000	70,000	-	-	145,000
Reside & Paint Summer Valley Ranch Rec Center	30,000	-	-	-	-	-	-
Paint Exterior/ Interiors - Various Buildings	45,000	-	120,000	75,000	100,000	150,000	445,000
Bird Control - Various Buildings	10,000	10,000	15,000	15,000	15,000	15,000	70,000
Repair Floors, Tile and Carpet - Various Buildings	-	15,000	85,000	100,000	150,000	150,000	500,000
Sub-Total Roof/Concrete/Painting/Carpet/Tile/Structural	**$ 329,500**	**$ 101,000**	**$ 615,000**	**$ 510,000**	**$ 565,000**	**$ 640,000**	**$ 2,431,000**

Building Repair Fund Program Detail

Project/Title	2008 Projection	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total 2009 -2013
Lighting/Electrical/Engineering							
A/E Services - Video Surveliance Systems	$ 5,000	$ 10,000	$ -	$ -	$ -	$ -	$ 10,000
A/E Services - Mechanical Eng Services	15,000	23,500	-	-	-	-	23,500
A/E Services - Utah Pool HVAC	8,500	-	-	-	-	-	-
Install Exterior Induction Lighting- North Satellite	13,500	-	-	-	-	-	-
Install TVSS on Electrical Panels- Tallyn's Reach	-	55,000	-	-	-	-	55,000
Install Quick Connect for Emergency Generator- AMC	35,000	-	-	-	-	-	-
A/E Services - Miscellaneous Projects	42,000	50,000	50,000	50,000	50,000	100,000	300,000
Replace Electrical Distribution - Various Buildings	-	20,000	40,000	50,000	50,000	100,000	260,000
Prepare/Update As Built Drawings	-	20,000	20,000	20,000	20,000	40,000	120,000
Sub-Total Lighting/Electrical/Engineering	**$ 119,000**	**$ 178,500**	**$ 110,000**	**$ 120,000**	**$ 120,000**	**$ 240,000**	**$ 768,500**
Asbestos/Mold Remediation - Various Buildings	**$ 5,000**	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ 15,000**	**$ 15,000**	**$ 60,000**
Sub-Total Major Building Repair Projects	**$ 1,884,700**	**$ 1,852,850**	**$ 1,880,000**	**$ 1,855,000**	**$ 1,865,000**	**$ 1,865,000**	**$ 9,317,850**
Direct Charges to Library, Rec & Cultural Services	**(73,500)**	**(73,500)**	**(73,500)**	**(73,500)**	**(73,500)**	**(73,500)**	**(367,500)**
Total Major Building Repair	**$ 1,811,200**	**$ 1,779,350**	**$ 1,806,500**	**$ 1,781,500**	**$ 1,791,500**	**$ 1,791,500**	**$ 8,950,350**
Transfer of Funds to General Fund	**$ -**	**$ 18,209**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 18,209**
TOTAL USES	**$ 1,932,586**	**$ 1,923,800**	**$ 1,937,791**	**$ 1,918,043**	**$ 1,933,504**	**$ 1,939,184**	**$ 9,652,322**
Net (Sources less Uses)	**(8,786)**	**-**	**(13,991)**	**5,757**	**(9,704)**	**(15,384)**	
Ending Funds Available	**$ 99,103**	**$ 99,103**	**$ 85,112**	**$ 90,869**	**$ 81,165**	**$ 65,781**	

Parks and Open Space Capital Improvement Program Detail

Fund	Program	Project	2008 Projected	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total 2009-2013
Arapahoe County Open Space Fund									
	Acquisitions								
		Acquisitions	$ -	$ -	$ -	$ -	$ -	$ 350,000	$ 350,000
	Acquisitions Total		**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 350,000**	**$ 350,000**
	Construction - Open Space								
		Quincy Reservior Upgrades	$ -	$ -	$ -	$ -	$ -	$ 200,000	$ 200,000
		Interpretive Signage	-	-	-	50,000	-	-	50,000
		Heritage Farm (Parklands)	-	-	-	-	250,000	250,000	500,000
		High Line Canal Underpass	-	-	-	500,000	-	-	500,000
		Quincy Reservoir Trail Completion	-	-	200,000	-	-	-	200,000
		Tollgate Bridge	-	-	260,000	-	-	-	260,000
	Construction - Open Space Total		**$ -**	**$ -**	**$ 460,000**	**$ 550,000**	**$ 250,000**	**$ 450,000**	**$ 1,710,000**
	Construction - Parks								
		East Quincy Highlands Neighborhood Park	$ 800,000	$ -	$ -	$ -	$ -	$ -	$ -
		Delmar Park Phase I renovation	-	-	-	-	300,000	-	300,000
		Kalispell Park	-	-	300,000	-	-	-	300,000
		Murphy Creek North Neighborhood Park	150,000	-	-	-	-	-	-
		Saddle Rock East Neighborhood Park	659,000	-	-	-	-	-	-
		Signature Park	75,000	-	-	-	-	-	-
		Bicentennial Park - Arboretum upgrades	-	-	272,528	-	-	-	272,528
		Springhill Park	350,000	2,800,000	-	-	-	-	2,800,000
	Construction - Parks Total		**$ 2,034,000**	**$ 2,800,000**	**$ 572,528**	**$ -**	**$ 300,000**	**$ -**	**$ 3,672,528**
	Direct Costs - Design, Engineering, etc.								
		Direct Costs - Design, Engineering, etc.	$ 81,913	$ 84,370	$ 86,902	$ 90,378	$ 93,993	$ 97,753	$ 453,396
	Direct Costs - Design, Engineering, etc. Total		**$ 81,913**	**$ 84,370**	**$ 86,902**	**$ 90,378**	**$ 93,993**	**$ 97,753**	**$ 453,396**
	Infrastructure - Open Space								
		Aurora Reservoir Entry Station	$ -	$ 350,000	$ -	$ -	$ -	$ -	$ 350,000
		Aurora Reservoir Upgrades	-	-	-	200,000	200,000	200,000	600,000
		Open Space Infrastructure-Small Projects	50,000	75,000	50,000	50,000	100,000	100,000	375,000
		Natural Area Restoration	-	50,000	50,000	-	-	-	100,000
		Quincy Reservior Sanolet & Building	25,000	-	-	-	-	-	-
	Infrastructure - Open Space Total		**$ 75,000**	**$ 475,000**	**$ 100,000**	**$ 250,000**	**$ 300,000**	**$ 300,000**	**$ 1,425,000**
	Infrastructure - Parks								
		Court Replacement	$ 150,000	$ -	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 600,000
		Park Tree Planting	-	25,000	25,000	25,000	25,000	25,000	125,000
		Irrigation Controller Renovation	-	-	-	15,000	-	-	15,000
		Irrigation Replacement	-	-	-	-	700,000	500,000	1,200,000

Parks and Open Space Capital Improvement Program Detail

Fund	Program	Project	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total 2009-2013
				Five-Year Plan					
Arapahoe County Open Space Fund (con't)									
		Miscellaneous Small Projects	-	100,000	50,000	100,000	100,000	100,000	450,000
		Park Path Replacement	-	-	200,000	200,000	250,000	250,000	900,000
		Park and Open Space Signage	-	25,000	25,000	50,000	50,000	50,000	200,000
		Playground Renovation	$ -	$ 250,000	$ 550,000	$ 550,000	$ 350,000	$ 500,000	$ 2,200,000
		Shelter Replacement	-	-	-	250,000	200,000	100,000	550,000
	Infrastructure - Parks Total		**$ 150,000**	**$ 400,000**	**$ 1,000,000**	**$ 1,340,000**	**$ 1,825,000**	**$ 1,675,000**	**$ 6,240,000**
	Infrastructure - Trails								
		I-70 Trail Underpass Engineering	$ (75,000)	$ -	$ -	$ -	$ -	$ -	$ -
		Seven Hills/Unnamed Creek Bridge Trail	-	-	-	250,000	-	-	250,000
		Trail Replacement	-	-	-	500,000	500,000	500,000	1,500,000
	Infrastructure - Trails Total		**$ (75,000)**	**$ -**	**$ -**	**$ 750,000**	**$ 500,000**	**$ 500,000**	**$ 1,750,000**
Arapahoe County Open Space Fund Total			**$ 2,265,913**	**$ 3,759,370**	**$ 2,219,430**	**$ 2,980,378**	**$ 3,268,993**	**$ 3,372,753**	**$ 15,600,924**
Capital Projects Fund									
	Buckley Open Space		**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
	Direct Costs - Design, Engineering, etc.		**$ 77,241**	**$ 80,331**	**$ 83,544**	**$ 86,886**	**$ 90,361**	**$ 93,975**	**$ 435,097**
	Infrastructure - Parks								
		Athletic Field Renovations	$ (50,000)	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 250,000
		Park Signage	-	25,000	25,000	25,000	25,000	50,000	150,000
	Infrastructure - Parks		**$ (50,000)**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 75,000**	**$ 100,000**	**$ 400,000**
	Infrastructure - Trails								
		Greenways/Trails	$ 200,000	$ 175,000	$ 175,000	$ 175,000	$ 175,000	$ 200,000	$ 900,000
	Infrastructure - Trails		**$ 200,000**	**$ 175,000**	**$ 175,000**	**$ 175,000**	**$ 175,000**	**$ 200,000**	**$ 900,000**
Capital Projects Fund Total			**$ 227,241**	**$ 330,331**	**$ 333,544**	**$ 336,886**	**$ 340,361**	**$ 393,975**	**$ 1,735,097**
Conservation Trust Fund									
	Acquisitions								
		Acquisitions	$ 150,000	$ -	$ -	$ -	$ -	$ -	$ -
	Acquisitions Total		**$ 150,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
	Construction - Open Space								
		Interpretive Signage	$ -	$ 50,000	$ 50,000	$ -	$ -	$ -	$ 100,000
		Fencing	50,000	-		-	-	-	-
		Star K grounds	-	-	-	200,000	-	-	200,000
	Construction - Open Space Total		**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 200,000**	**$ -**	**$ -**	**$ 300,000**

Parks and Open Space Capital Improvement Program Detail

Fund	Program	Project	2008 Projected	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total 2009-2013
Conservation Trust Fund (con't)									
	Construction - Parks								
		City Park	$ -	$ 1,000,000	$ -	$ -	$ -	$ -	$ 1,000,000
		Springhill Park	-	100,000	-	-	-	-	100,000
		Del Mar Park Master Plan	-	-	-	200,000	-	-	200,000
		Del Mar Park Phase I Renovation	-	-	-	-	600,000	600,000	1,200,000
		General's Park Pond Liner	-	25,000	-	-	-	-	25,000
		Montview Park	-	-	-	575,000	-	-	575,000
		Rocky Ridge Parking Lot	-	250,000	-	-	-	-	250,000
		Spencer Garrett Park	-	-	800,000	-	-	-	800,000
	Construction - Parks Total		**$ -**	**$ 1,375,000**	**$ 800,000**	**$ 775,000**	**$ 600,000**	**$ 600,000**	**$ 4,150,000**
	Infrastructure - Open Space								
		Aurora Reservoir - Sand Replacement	$ 15,000	$ -	$ 15,000	$ -	$ 15,000	$ -	$ 30,000
		Natural Area Restoration	-	-	-	50,000	50,000		100,000
		Open Space Infrastructure-Small Projects	60,000	25,000	25,000	50,000	25,000	35,000	160,000
	Infrastructure - Open Space Total		**$ 75,000**	**$ 25,000**	**$ 40,000**	**$ 100,000**	**$ 90,000**	**$ 35,000**	**$ 290,000**
	Infrastructure - Parks								
		Court Replacement	$ 150,000	$ 140,000	$ -	$ -	$ -	$ -	$ 140,000
		Irrigation Controller Renovation	30,000	25,000	25,000	-	50,000	50,000	150,000
		Miscellaneous Small Projects	150,000	50,000	50,000	-	50,000	100,000	250,000
		Park Tree Planting	-	10,000	10,000	10,000	25,000	10,000	65,000
		Park Furniture	10,000	8,000	8,000	10,000	10,000	10,000	46,000
		Park Path Replacement	140,000	-	-	-	200,000	200,000	400,000
		Park and Open Space Signage	100,000	25,000	25,000	-	50,000	100,000	200,000
		Playground Renovation	335,000	-	-	270,000	-	60,000	330,000
		Security Lighting	-	25,000	25,000	25,000	25,000	-	100,000
	Infrastructure - Parks Total		**$ 915,000**	**$ 283,000**	**$ 143,000**	**$ 315,000**	**$ 410,000**	**$ 530,000**	**$ 1,681,000**
Conservation Trust Fund Total			**$ 1,190,000**	**$ 1,733,000**	**$ 1,033,000**	**$ 1,390,000**	**$ 1,100,000**	**$ 1,165,000**	**$ 6,421,000**
Designated Revenues Fund									
	Construction - Open Space								
		Sand Creek Park (partial)	$ 600,000	$ -	$ -	$ -	$ -	$ -	$ -
	Construction - Open Space Total		**$ 600,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
	Construction - Parks								
		City Park	$ -	$ 300,000	$ -	$ -	$ -	$ -	$ 300,000
		Del Mar Park Master Plan	-	-	-	300,000	-	-	300,000
	Construction - Parks Total		**$ -**	**$ 300,000**	**$ -**	**$ 300,000**	**$ -**	**$ -**	**$ 600,000**

Parks and Open Space Capital Improvement Program Detail

Fund	Program	Project	2008 Projected	2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total 2009-2013
				Five-Year Plan					
Designated Revenues Fund (con't)									
	Infrastructure - Open Space								
		Open Space Infrastructure-Small Projects	$ -	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 35,000	$ 135,000
		Natural Area Restoration	-	-	50,000	-	-	-	$ 50,000
	Infrastructure - Open Space Total		**$ -**	**$ 25,000**	**$ 75,000**	**$ 25,000**	**$ 25,000**	**$ 35,000**	**$ 185,000**
	Infrastructure - Parks								
		Court Replacement	$ -	$ -	$ 150,000	$ -	$ 150,000	$ 150,000	$ 450,000
		Parks and Open Space Signage	-	25,000	-	-	-	-	25,000
		Miscellaneous Small Projects	-	-	50,000	-	-	-	50,000
		Irrigation Controller Renovation	-	-	-	15,000	-	-	15,000
		Park Tree Planting	-	-	-	-	-	25,000	25,000
		Playground Renovation	180,000	-	-	-	225,000	190,000	415,000
	Infrastructure - Parks Total		**$ 180,000**	**$ 25,000**	**$ 200,000**	**$ 15,000**	**$ 375,000**	**$ 365,000**	**$ 980,000**
	Infrastructure - Trails								
		I-70 Trail Underpass Engineering	$ 75,000	$ -	$ -	$ -	$ -	$ -	$ -
	Infrastructure - Trails Total		**$ 75,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Designated Revenues Fund Total			**$ 855,000**	**$ 350,000**	**$ 275,000**	**$ 340,000**	**$ 400,000**	**$ 400,000**	**$ 1,765,000**
Parks Development Fund									
	Construction - Parks								
		City Park	$ -	$ 45,000	$ -	$ -	$ -	$ -	$ 45,000
		Springhill Park	-	439,504	-	-	-	-	439,504
		Conservatory Park	61,500	-	-	-	-	-	-
		East Quincy Highlands Neighborhood Park	210,310	-	-	-	-	-	-
		Murphy Creek North Neighborhood Park	11,700	-	-	-	-	-	-
		Park at Tallyn's (Red-Tailed Hawk Park)	1,280,637	325,937	-	-	-	-	325,937
		Saddle Rock East Neighborhood Park	216,000	-	-	-	-	-	-
		Bicentennial Park - Arboretum Upgrades	-	-	77,472	-	-	-	77,472
		General's Park Pond Liner	-	40,598	-	-	-	-	40,598
	Construction - Parks Total		**$ 1,780,147**	**$ 851,039**	**$ 77,472**	**$ -**	**$ -**	**$ -**	**$ 928,511**
	Havana West Construction								
		Havana West Construction - PDF	$ (77,642)	$ -	$ -	$ -	$ -	$ -	$ -
	Infrastructure - Trails Total		**$ (77,642)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Parks Development Fund Total			**$ 1,702,505**	**$ 851,039**	**$ 77,472**	**$ -**	**$ -**	**$ -**	**$ 928,511**
Parks and Open Space Total*			**$ 6,240,659**	**$ 7,023,740**	**$ 3,938,446**	**$ 5,047,264**	**$ 5,109,354**	**$ 5,331,728**	**$ 26,450,532**

*Total for the funds included in this summary. The detail for the Parks and Open Space capital projects in the Bond Proceeds Fund, the Golf Fund, and the Gifts and Grants fund can be found in the Capital Section of this budget book.

Transportation Improvement Program Detail

		Project/Title	2008 Projection	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total 2009 - 2013
Planned Appropriation									
Transportation Improvement Program (TIP)									
	New	Intersection Improvements	$ -	$ 500,000	$ 500,000	$ 525,000	$ 525,000	$ 525,000	$ 2,575,000
*	49801	Colfax / I-225 Match (Stakeholder, no Federal share yet)	5,800,000	-	-	-	-	-	-
	49816	Iliff LRT Station Area Study	100,000	-	-	-	-	-	-
*	49818	Alameda / Sable Blvd (No IGA - $180,000 Budgeted in 07)	795,000	-	-	-	-	-	-
	49835	Intelligent Transport System Pool Grant	93,750	-	-	-	-	-	-
		Total TIP - Public Works Budget	**$ 6,788,750**	**$ 500,000**	**$ 500,000**	**$ 525,000**	**$ 525,000**	**$ 525,000**	**$ 2,575,000**
Planned Federal/Stakeholder Revenue Reimbursements									
Transportation Improvement Program (TIP)									
	New	Intersection Improvements (Federal)	$ -	$ 400,000	$ 400,000	$ 400,000	$ 400,000	$ 400,000	$ 2,000,000
	49801	Colfax / I-225 Match (Stakeholder, no Federal share yet)	3,000,000	-	-	-	-	-	-
	49816	Iliff LRT Station Area Study	80,000	-	-	-	-	-	-
	49818	Alameda / Sable Blvd (No IGA)	676,000	-	-	-	-	-	-
	49835	Intelligent Transport System Pool Grant	75,000	-	-	-	-	-	-
		Total TIP Federal Revenue	**$ 3,831,000**	**$ 400,000**	**$ 400,000**	**$ 400,000**	**$ 400,000**	**$ 400,000**	**$ 2,000,000**
		Total Net City Share	**$ 2,957,750**	**$ 100,000**	**$ 100,000**	**$ 125,000**	**$ 125,000**	**$ 125,000**	**$ 575,000**

* These projects were granted full appropriation prior to execution of IGAs.

TIP Future Potential Projects

Future Transportation Improvement Program (TIP) projects are submitted to the Denver Regional Council of Governments (DRCOG), which is the Metropolitan Planning Organization (MPO) for the Aurora region. DRCOG reviews and prioritizes funding for these projects but does not provide the actual funding. Projects receive funding through grant agreements and participating party agreements which are primarily reimbursable federal pass-through grants from the Colorado Department of Transportation (CDOT) or the Regional Transportation District (RTD). Any grant of this nature requires an executed participation agreement or an intergovernmental agreement (IGA) to insure funding.

The projects listed below have been identified by DRCOG for funding but an agreement has not been executed with a grantee or participating party. The City match is listed for each project. Full appropriation has been approved for the Alameda / Sable Blvd and Nine Mile Pedestrian Bridge projects.

Project/Title	Application for Funding	City Match	Project Total
Currently Appropriated Projects in the Capital Improvement Program			
Alameda / Sable Blvd	$ 676,000	$ 299,000	$ 975,000
Nine Mile Pedestrian Bridge*	1,133,600	283,400	1,417,000
Total Appropriated in CIP	**$ 1,809,600**	**$ 582,400**	**$ 2,392,000**
Projects Without Appropriation in the 2007-2013 Capital Improvement Program			
I225 Mississippi Ave/ Potomac	$ 483,000	$ 484,000	$ 967,000
Florida LRT St Area Study	80,000	20,000	100,000
Colfax Ave Ped Imprv (Fitz Pkwy to Peoria)	983,000	297,000	1,280,000
Ped Bridge at Colfax & Ursula	5,106,000	1,558,000	6,664,000
Total Identified Without Appropriation	**$ 6,652,000**	**$ 2,359,000**	**$ 9,011,000**
Total Without Executed Agreements	**$ 8,461,600**	**$ 2,941,400**	**$ 11,403,000**

*Project appropriation is not shown in TIP detail as appropriation was approved in a prior year.

2009 - 2013 Capital Improvement Program
Aurora Water Detail By Project

Fund\Program\Subfund	Carryforward Appropriation 2007 [1]	2008 Projected Budget [2]	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Wastewater Fund								
Collection - Sewer Development								
S5336 AW Hampden Ave to Quincy Ave	0	0	0	0	215,625	754,687	970,313	1,940,625
52933 Cherry Ck LS Force Main-WADV	978,996	1,537,500	0	0	0	0	0	0
S5249 Colfax Ave & Tower Rd Paralleling	0	0	0	0	0	1,855,050	0	1,855,050
52848 Fitzsimons Sewer Upgrade-DV	854,030	0	854,030	0	0	0	0	854,030
52588 Sand Crk: Lima St to Zion St	0	445,625	0	0	0	0	445,625	445,625
S5332 SC Laredo St to 13th Ave	0	0	0	161,719	808,594	1,455,469	808,594	3,234,376
52645 Sewer Flow Meter Stations-DV	75,641	0	0	0	0	0	0	0
52590 Tollgate 28th Ave to 10th Ave	0	905,312	1,606,094	1,261,406	280,313	0	0	3,147,813
52644 Tollgate Creek Paralleling	7,079,025	-2,500,000	0	0	0	6,107,520	3,246,816	9,354,336
S5205 Upper Tollgate Interceptor/Paralleling	0	0	0	0	0	0	4,169,600	4,169,600
S5329 W Tollgate:4th Ave/Alameda Dr	0	0	0	0	100,625	332,063	670,833	1,103,521
52595 W Trib Murphy Ck Sewer @ Hwy 30	0	0	557,650	0	0	0	0	557,650
Program Total	**8,987,692**	**388,437**	**3,017,774**	**1,423,125**	**1,405,157**	**10,504,789**	**10,311,781**	**26,662,626**
Collection - Sewer System Improvement								
S5335 AW Hampden Ave to Quincy Ave	0	0	0	0	215,625	754,687	970,313	1,940,625
52569 BioxideChemCntrl-Piney Crk LS	80,077	-80,077	0	0	0	0	0	0
52636 Cherry Ck LS Force Main-WASI	962,156	1,537,500	0	0	0	0	0	0
S5256 Colfax Ave & Tower Rd Paralleling	0	0	0	0	0	618,350	0	618,350
52635 Fitzsimons Sewer Upgrade-SI	100,000	0	100,000	0	0	0	0	100,000
52682 Lowry Sewer Connect	0	0	0	0	260,757	0	0	260,757
S5334 QR Temple Dr to Bellewood Dr	0	0	0	0	258,750	603,750	0	862,500
52576 Remove fm 56th Ave Interceptor	0	0	0	1,067,700	0	0	0	1,067,700

2009 - 2013 Capital Improvement Program
Aurora Water Detail By Project

Fund\Program\Subfund		Carryforward Appropriation 2007 [1]	2008 Projected Budget [2]	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Wastewater Fund									
52589	Sand Crk: Lima St to Zion St	0	445,625	0	0	0	0	445,625	445,625
S5331	SC Laredo St to 13th Ave	0	0	0	161,719	808,594	1,455,469	808,594	3,234,376
52980	Sewer Flow Meter Stations-SI	110,214	0	579,550	0	0	0	0	579,550
52591	Tollgate 28th Ave to 10th Ave	0	905,313	1,606,094	1,261,406	280,313	0	0	3,147,813
S5330	W Tollgate:4th Ave/Alameda Dr	0	0	0	0	100,625	332,063	670,833	1,103,521
	Program Total	**1,252,447**	**2,808,361**	**2,285,644**	**2,490,825**	**1,924,664**	**3,764,319**	**2,895,365**	**13,360,817**
Developer Related Project - Sewer Development									
52567	1st Creek:E-470/Powhaton	0	0	0	0	0	640,620	0	640,620
52640	1st Crk 48th Ave to E470-DVLPR	0	0	0	0	0	1,500,000	0	1,500,000
S5216	1st Crk Tributary "T" Gun Club to Powhaton	0	0	0	0	0	736,029	1,198,800	1,934,829
52975	1st Crk Trnsf to Coal Crk @ 6th	533,850	0	0	0	0	0	0	0
52770	Cherry Ck LS Force Mn-DVLPR	812,113	0	0	0	0	0	0	0
52723	DevelopmtRelated SanSwr-DV	1,440,407	-771,226	347,730	359,640	371,010	1,145,160	1,178,280	3,401,820
52530	FCreek Trib Swr-Picadilly/Hart	927,831	-927,831	0	0	0	2,043,131	0	2,043,131
52887	SE Sewer Agreemt @ Aur Res 2002 Dev	1,283,914	-641,660	463,640	479,520	494,680	300,000	100,000	1,837,840
52727	SE Sewer Agreemt @ Aur Res-2000	113,611	665,470	779,082	779,082	0	0	0	1,558,164
S5245	Upper 1st Crk Interceptor-26th Ave to Colfax	0	0	0	0	486,822	0	0	486,822
52641	Upper Coal Creek Oversizing	400,000	-400,000	0	0	400,000	869,325	0	1,269,325
	Program Total	**5,511,726**	**-2,075,247**	**1,590,452**	**1,618,242**	**1,752,512**	**7,234,265**	**2,477,080**	**14,672,551**

2009 - 2013 Capital Improvement Program
Aurora Water Detail By Project

Fund\Program\Subfund	Carryforward Appropriation 2007 [1]	2008 Projected Budget [2]	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Wastewater Fund								
Facilities - Sewer Development								
52886 1st Crk Lift Stat & Force Main	943,308	0	0	0	0	8,954,304	8,293,490	17,247,794
52769 Highpointe Lift Station & Sewer	317,656	0	0	0	0	0	5,480,710	5,480,710
52639 Shop Creek Lift Stat Exp-DV	4,715,248	27,807	0	0	0	0	0	0
Program Total	**5,976,212**	**27,807**	**0**	**0**	**0**	**8,954,304**	**13,774,200**	**22,728,504**
Facilities - Sewer System Improvement								
52584 CherryCrk Lft Stat#15-DV	0	3,200,000	0	0	0	0	0	0
52571 Flow Mtr Sand Crk @ Peoria	30,211	0	0	0	0	0	0	0
52846 Highway 30 Recycling Center	36,369	0	0	0	0	0	0	0
52658 Sandcreek Wtr Reuse Plant-SI	726,337	-218,975	2,506,830	1,198,800	0	0	0	3,705,630
52824 SCADA (Superv'ry Control/Data Acq)-SI	86,255	26,743	57,955	0	0	0	0	57,955
52638 Shop Creek Lift Stat Exp-SI	4,104,971	27,807	0	0	0	0	0	0
Program Total	**4,984,143**	**3,035,575**	**2,564,785**	**1,198,800**	**0**	**0**	**0**	**3,763,585**
Operations Project - Sewer System Improvement								
52719 Sewer Replacement/Rehab	2,636,930	2,121,697	6,729,190	6,593,400	6,801,850	6,998,200	8,509,800	35,632,440
Program Total	**2,636,930**	**2,121,697**	**6,729,190**	**6,593,400**	**6,801,850**	**6,998,200**	**8,509,800**	**35,632,440**
Operations Project - Storm Drain System Improvement								
52570 Concrete Channel Rehab	2,135,400	0	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Program Total	**2,135,400**	**0**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**1,500,000**	**7,500,000**
Planning & Management - Sewer Development								
52412 Asset Mgmt Syst & Implemt	0	0	209,125	144,875	75,000	0	0	429,000

2009 - 2013 Capital Improvement Program
Aurora Water Detail By Project

Fund\Program\Subfund	Carryforward Appropriation 2007 [1]	2008 Projected Budget [2]	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Wastewater Fund								
52662 CIP Program Mgmt-SDV	0	210,274	220,788	231,827	243,419	255,590	268,369	1,219,993
52663 CIP Program Mgmt-SDVLPR	0	17,049	17,902	18,797	19,737	20,724	21,759	98,919
52529 Wastewater Model -DV	83,193	0	0	0	0	83,193	0	83,193
Program Total	**83,193**	**227,323**	**447,815**	**395,499**	**338,156**	**359,507**	**290,128**	**1,831,105**
Planning & Management - Sewer System Improvement								
52413 Asset Mgmt Syst & Implemt	0	0	209,125	144,875	75,000	0	0	429,000
52661 CIP Program Mgmt-SSI	0	340,985	358,035	375,936	394,733	414,470	435,193	1,978,367
52553 Wastewater Collection Svc Plan	204,606	0	0	0	0	0	0	0
52526 Wastewater Model -SI	83,193	0	0	0	0	83,193	0	83,193
52552 Wastewater Utility Plan Update	0	0	0	0	618,350	0	0	618,350
Program Total	**287,799**	**340,985**	**567,160**	**520,811**	**1,088,083**	**497,663**	**435,193**	**3,108,910**
Planning & Management - Storm Drain Development								
52414 Asset Mgmt Syst & Implemt	0	0	209,125	144,875	75,000	0	0	429,000
52403 Baranmor Ditch MP SDDV	0	50,000	0	0	0	0	0	0
52665 CIP Prog Mgmt-DDV	0	177,648	201,654	211,737	222,323	233,440	245,112	1,114,266
52666 CIP Program Mgmt-DDVLPR	0	14,404	0	0	0	0	0	0
52541 DEG & OM Manual-DV	177,500	-177,500	0	0	0	0	0	0
52550 Lost Creek Study	150,000	200,000	0	0	0	0	0	0
Program Total	**327,500**	**264,552**	**410,779**	**356,612**	**297,323**	**233,440**	**245,112**	**1,543,266**
Planning & Management - Storm Drain System Improvement								
52415 Asset Mgmt Syst & Implemt	0	0	209,125	144,875	75,000	0	0	429,000
52664 CIP Prog Mgmt-DSI	0	288,077	302,481	317,605	333,486	350,160	367,667	1,671,399

2009 - 2013 Capital Improvement Program
Aurora Water Detail By Project

Fund\Program\Subfund	Carryforward Appropriation 2007 [1]	2008 Projected Budget [2]	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Wastewater Fund								
52534 DEG & OM Manual-SI	177,500	-177,500	0	0	0	0	0	0
52536 Flood Warning System	50,000	0	0	0	0	0	0	0
52537 Flood Warning Syst-Wly Creek	75,000	0	0	0	0	0	0	0
Program Total	**302,500**	**110,577**	**511,606**	**462,480**	**408,486**	**350,160**	**367,667**	**2,100,399**
Storm Water - Storm Drain Development								
52892 Coal Creek Tributaries-DV	533,850	-533,850	0	0	0	533,850	869,325	1,403,175
52729 Developer Cost Shares-DV	1,358,345	-466,105	463,640	479,520	989,360	1,017,920	1,047,360	3,997,800
52922 E Tollgate Creek Detention-DV	316,917	278,825	0	0	0	0	0	0
52646 E470 Corridor Reg Drain Impr	4,080,796	-2,965,496	0	0	1,115,300	2,086,380	1,766,182	4,967,862
52680 Fitzsimons Drainage Imprv-DV	598,815	0	0	449,550	0	0	0	449,550
52678 Granby/Sable Mstr Plan II-DV	90,000	0	0	0	0	0	0	0
52827 Irondale 1st&2nd CrkImp-DV	393,158	262,500	280,829	477,150	0	0	0	757,979
52574 Laredo/11th SS-SDDV	106,770	0	0	0	0	106,770	0	106,770
52681 Lowry 11th Ave Outfall	0	0	0	0	0	0	230,000	230,000
D5265 Rockin Horse-Upper Piney Crk	0	0	0	2,397,600	0	0	0	2,397,600
52679 Sable Ditch Detention Pond-DV	91,928	0	0	0	0	0	0	0
52852 Upper Piney Crk & Tributaries	62,405	0	0	0	0	0	0	0
Program Total	**7,632,984**	**-3,424,126**	**744,469**	**3,803,820**	**2,104,660**	**3,744,920**	**3,912,867**	**14,310,736**
Storm Water - Storm Drain System Improvement								
52587 2nd Crk Detention Pond (S-243)	0	800,000	0	800,000	0	0	0	800,000
52568 54" Sewer Shop Crk Rehab	266,925	1,764,000	1,768,425	0	0	0	0	1,768,425
52971 6th Avenue Outfall	120,000	0	0	0	120,000	0	0	120,000

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Aurora Water Detail By Project

Fund\Program\Subfund		Carryforward Appropriation 2007 [1]	2008 Projected Budget [2]	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Wastewater Fund									
52532	6th/Havana Drainage Improvement	305,529	0	0	0	0	0	0	0
52972	Altura-Montview Storm Sewer	487,012	0	0	0	0	0	0	0
52973	Carson Pond Phase 3 Improvemt	180,000	0	0	0	0	0	0	0
52533	City Center Outfall Rehab	1,522,572	1,115,300	0	0	0	0	0	0
52647	Coal Creek Tributaries-SI	533,850	-533,850	0	0	0	533,850	869,325	1,403,175
52772	Drainageway Landscaping	1,953	-1,954	0	0	0	0	0	0
52651	E Tollgate Creek Detention-SI	316,917	278,825	0	0	0	0	0	0
52535	Easterly Creek Outfall Improvement	200,000	0	0	0	200,000	579,550	0	779,550
52895	Fitzsimons Drainage Imprv-SI	564,984	0	0	449,550	0	0	0	449,550
52654	Granby Ditch Floodway Acquistn	236,603	0	0	0	0	0	0	0
52572	Granby Ditch OSP Update	106,770	-106,770	0	0	0	0	0	0
52970	Granby/Sable Mstr Plan II-SI	65,000	0	0	0	0	0	0	0
52573	Havana SS Imprv 6th-4th	320,310	0	320,310	0	0	0	0	320,310
52977	Haven Acres Outfall	250,000	0	0	0	0	250,000	0	250,000
52538	Irondale 1st&2nd CrkImp-SI	131,053	87,500	93,609	159,050	0	0	0	252,659
52575	Laredo/11th SS-SDSI	106,770	0	0	0	0	106,770	0	106,770
52539	Lower Westerly Imp	200,000	0	0	1,198,800	1,236,700	0	0	2,435,500
52830	Lowry 11th Ave Outfall	0	256,519	0	256,519	0	0	266,593	523,112
52736	Misc Storm Sewer Extensions	471,588	-136,997	347,730	359,640	371,010	381,720	392,760	1,852,860
52596	Parker Arapahoe Drain Out-SDSI	0	525,000	0	0	0	0	0	0
52652	Quincy Reservoir Diversion-SI	177,293	-177,293	0	0	0	0	0	0
52923	Sable Ditch Detention Pond-SI	1,067,700	329,830	1,200,000	0	0	0	0	1,200,000
52831	Sand Creek Erosion Control	640,620	1,115,300	1,755,920	0	0	0	0	1,755,920

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Aurora Water Detail By Project

Fund\Program\Subfund		Carryforward Appropriation 2007 [1]	2008 Projected Budget [2]	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Wastewater Fund									
52540	SC Trib Ofll Sys-Moline/Colfax	240,000	334,590	347,730	2,397,600	0	0	0	2,745,330
52580	StormDrain System Improvement	1,067,488	0	4,084,550	2,000,000	2,000,000	2,000,000	2,000,000	12,084,550
52586	Upper 1st Crk: I-70 Detention Ponds	0	1,000,000	0	1,000,000	0	1,500,000	0	2,500,000
52650	UpperPineyCrk/Tributaries-SI	600,000	0	579,550	599,400	618,350	636,200	0	2,433,500
52648	UpperSenacTribStab/WtrQual-SI	1,282,000	-1,282,000	0	0	0	1,282,000	0	1,282,000
52815	Water Quality Improvements	2,213,178	1,000,000	1,230,600	0	0	0	0	1,230,600
	Program Total	**13,676,115**	**6,368,000**	**11,728,424**	**9,220,559**	**4,546,060**	**7,270,090**	**3,528,678**	**36,293,811**
	Total Wastewater Fund	**$53,794,641**	**$10,193,941**	**$32,098,098**	**$29,584,173**	**$22,166,951**	**$51,411,657**	**$48,247,871**	**$183,508,750**
Water Fund									
Developer Related Project - Water Development									
52715	40th Kalispell to Tower 16f	216,967	-216,967	0	0	0	0	0	0
52520	64th 24":Gun Club/Harvest	0	0	0	0	0	1,120,000	0	1,120,000
52982	64th Ave-Picadilly to Himalaya	210,000	0	0	0	0	0	0	0
W5328	64th/60th 24": Himalaya to Gun Club	0	0	0	0	500,000	500,000	500,000	1,500,000
W5230	Developer Funded Projects-Not Categorized	0	0	0	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
52629	Gun Club 24": 38th to 56th 64th	2,020,244	-1,733,075	0	0	0	2,000,000	0	2,000,000
52782	Gun Club 24":38th/56th-WDVR	266,925	-266,925	0	0	0	0	0	0
W5326	Gun Club 30": 26th-38th-DVLPR	0	0	0	0	0	0	2,046,355	2,046,355
52416	Gun Club 36": 6th-19th-DVLPR	0	0	3,403,090	0	0	0	0	3,403,090
52783	Harvest 24": Jewell-Flat Rock Trail	0	0	0	0	0	571,822	0	571,822
52521	Harvest:Miss/6th-DV	420,000	0	0	0	0	0	0	0

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Aurora Water Detail By Project

Fund\Program\Subfund	Carryforward Appropriation 2007 [1]	2008 Projected Budget [2]	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Water Fund								
W5327 Himalaya 24": 56th to 68th	0	0	0	0	1,902,783	0	0	1,902,783
52417 Jewell 36": Harvest to Powhaton-DVLPR	0	0	440,728	2,000,000	0	0	0	2,440,728
52943 Miss/Harvest-Gun Club/E Jewell	420,000	-420,000	0	0	0	0	420,000	420,000
Program Total	**3,554,136**	**-2,636,967**	**3,843,818**	**3,000,000**	**3,402,783**	**5,191,822**	**3,966,355**	**19,404,778**
Facilities - Water Development								
52544 Blackstone Zone 8 PS-WADV	898,872	961,282	0	0	0	0	0	0
52866 Griswold Zone 4 Pump Station	0	0	0	931,357	0	0	0	931,357
52870 Kings Pointe Pump Stat Zone 7	0	-1	0	0	0	0	0	0
52908 Water / Sewer Reuse	982,888	-749,497	749,497	0	0	0	0	749,497
W5286 Wemlinger Modifications	0	0	0	0	0	1,562,712	16,466,428	18,029,140
52873 Wemlinger Zones 4 & 5 Pump Stations 17MG	0	0	0	0	0	600,000	2,500,000	3,100,000
Program Total	**1,881,760**	**211,784**	**749,497**	**931,357**	**0**	**2,162,712**	**18,966,428**	**22,809,994**
Facilities - Water System Improvement								
52566 Blackstone Zone 8 PS-WASI	883,773	974,000	0	0	0	0	0	0
52616 Griswold WtrPlnt Renov-SI	21,143	278,825	599,400	0	0	599,400	0	1,198,800
52503 Kings Pointe Pump Sta Zo 7-SI	651	-651	0	0	0	0	0	0
52672 Sand Ck Wtr Reuse Plant-SI	525,698	-522,850	1,638,150	0	0	0	0	1,638,150
52605 Water/Sewer Reuse Plan-SI	481,694	-367,929	367,928	0	0	0	0	367,928
Program Total	**1,912,959**	**361,395**	**2,605,478**	**0**	**0**	**599,400**	**0**	**3,204,878**
Land & Water Acquisition - Water Development								
52622 Lower SP Water Rights Acq-DV	5,379,473	7,101,885	8,635,245	1,929,698	20,625,620	0	0	31,190,563

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Aurora Water Detail By Project

Fund\Program\Subfund		Carryforward Appropriation 2007 [1]	2008 Projected Budget [2]	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Water Fund									
52560	PWP Non-Core Land WADV	8,365,166	0	0	0	0	0	0	0
52990	Reuse Reservoir Land Acq-Dev	1,140,269	-1,121,505	0	0	0	0	0	0
52991	Rocky Ford II-DV	172,194	480,000	480,000	179,820	600,000	114,516	117,828	1,492,164
52710	Water Acquisition-DV	463,918	0	0	0	0	0	0	0
	Program Total	**15,521,020**	**6,460,380**	**9,115,245**	**2,109,518**	**21,225,620**	**114,516**	**117,828**	**32,682,727**
Land & Water Acquisition - Water System Improvement									
52505	Lower SP Water Rights Acq-SI	2,158,560	2,367,295	2,878,415	643,232	6,875,207	0	0	10,396,854
52559	PWP Non-Core Land WASI	8,365,167	0	0	0	0	0	0	0
52508	Rocky Ford II-SI	114,780	320,000	320,000	119,880	400,000	76,344	78,552	994,776
52600	Water Acquisition-SI	187,322	0	0	0	0	0	0	0
	Program Total	**10,825,829**	**2,687,295**	**3,198,415**	**763,112**	**7,275,207**	**76,344**	**78,552**	**11,391,630**
Operations Project - Water Development									
52511	3"-6" Meter Change Out-DV (incl Large Meter Repl)	301,682	0	278,825	289,775	299,700	154,588	159,050	1,181,938
52515	EBend/Powhaton PS Upgrade-DV	7,132	-7,132	0	0	0	0	0	0
	Program Total	**308,814**	**-7,132**	**278,825**	**289,775**	**299,700**	**154,588**	**159,050**	**1,181,938**
Operations Project - Water System Improvement									
52695	3"-6" Meter Change Out-SI (incl Large Meter Repl)	305,234	0	278,825	289,775	299,700	154,588	159,050	1,181,938
52561	66" Line Replace-WASI	571,820	0	0	0	0	0	0	0
52768	Automated Meter Reading System	436,264	1,511,173	1,949,518	663,423	689,967	0	0	3,302,908
52500	EBend Powhaton PS Upgrade-SI	7,132	-7,132	0	0	0	0	0	0
52800	Rampart 54" Raw Water Line	296,588	0	337,505	0	0	0	0	337,505

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Fund\Program\Subfund		Carryforward Appropriation 2007 [1]	2008 Projected Budget [2]	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Water Fund									
	Program Total	**1,617,038**	**1,504,041**	**2,565,848**	**953,198**	**989,667**	**154,588**	**159,050**	**4,822,351**
Other Water Resources - Water Development									
52406	Colorado/Arkansas Ditch Acquisition-WADV	0	0	1,159,100	1,198,800	1,236,700	1,272,400	1,309,200	6,176,200
52700	Homestake/Eagle River Project	309,083	191,120	1,000,000	1,000,001	1,000,001	250,000	250,000	3,500,002
52953	Integrated Resource Planning-WADV	175,141	663,202	0	0	0	381,720	0	381,720
52859	Lawn Irig Return Flows-DV	1,176,703	-1,163,202	0	0	0	0	0	0
	Program Total	**1,660,927**	**-308,880**	**2,159,100**	**2,198,801**	**2,236,701**	**1,904,120**	**1,559,200**	**10,057,922**
Other Water Resources - Water System Improvement									
52999	Colorado/Arkansas Ditch Acquisition-WASI	0	1,230,600	1,159,100	1,198,800	1,236,700	1,272,400	1,309,200	6,176,200
52628	Homestake/Turquoise ContRenewl	100,000	-100,000	0	0	618,350	0	0	618,350
52952	Integrated Resource Planning-WASI	6	245,500	0	0	0	254,480	0	254,480
52603	Lawn Irig Return Flows-SI	250,000	-245,500	0	0	0	0	0	0
52807	Watershed Protection Program	886,911	-500,000	115,910	119,880	123,670	127,240	0	486,700
	Program Total	**1,236,917**	**630,600**	**1,275,010**	**1,318,680**	**1,978,720**	**1,654,120**	**1,309,200**	**7,535,730**
Planning & Management - Water Development									
52512	Asset Mgmt System & Implmt-DV	528,320	0	418,250	289,750	150,000	264,160	264,160	1,386,320
52631	CIP Program Mgmt-WDV	0	509,836	535,327	562,094	590,198	619,708	650,694	2,958,021
52632	CIP Program Mgmt-WDVLPR	0	41,338	43,405	45,575	47,854	50,247	52,759	239,840
52675	Water Dist Mstr Plan-DV	724	112,218	0	119,880	0	127,240	65,460	312,580
	Program Total	**529,044**	**663,392**	**996,982**	**1,017,299**	**788,052**	**1,061,355**	**1,033,073**	**4,896,761**

2009 - 2013 Capital Improvement Program
Aurora Water Detail By Project

Fund\Program\Subfund	Carryforward Appropriation 2007 [1]	2008 Projected Budget [2]	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Water Fund								
Planning & Management - Water System Improvement								
52696 Asset Mgmt System & Implmt-SI	532,380	0	418,250	289,750	150,000	266,190	266,190	1,390,380
52630 CIP Program Mgmt-WSI	0	826,761	868,098	911,503	957,079	1,004,932	1,055,179	4,796,791
52620 Water Dist Master Plan-SI	1,523	-688	0	0	0	0	0	0
Program Total	**533,903**	**826,073**	**1,286,348**	**1,201,253**	**1,107,079**	**1,271,122**	**1,321,369**	**6,187,171**
Prairie Waters Project - Water Development								
52554 Prairie Water Proj-DV	39,763,278	75,527,606	93,485,990	21,112,067	0	0	0	114,598,057
52518 PWP Land Acquisition-DV	6,250,398	-908,448	0	0	0	0	0	0
Program Total	**46,013,676**	**74,619,158**	**93,485,990**	**21,112,067**	**0**	**0**	**0**	**114,598,057**
Prairie Waters Project - Water System Improvement								
52555 Prairie Water Proj-SI	66,858,031	111,940,373	140,228,986	31,668,100	0	0	0	171,897,086
52684 PWP Land Acquisition-WASI	6,191,010	-849,060	0	0	0	0	0	0
Program Total	**73,049,041**	**111,091,313**	**140,228,986**	**31,668,100**	**0**	**0**	**0**	**171,897,086**
Raw Water - Water Development								
52608 Future Reservoir	0	0	750,000	750,000	750,000	750,000	750,000	3,750,000
52621 Rampart Delivery Syst-DV	2,663,285	9,421,686	0	0	10,474,130	3,285,931	1,178,846	14,938,907
Program Total	**2,663,285**	**9,421,686**	**750,000**	**750,000**	**11,224,130**	**4,035,931**	**1,928,846**	**18,688,907**
Raw Water - Water System Improvement								
52669 Homestake Capital Projects	1,178,416	194,250	610,000	1,922,250	6,272,500	287,500	167,500	9,259,750
52950 Homestake Channel Improvements	106,770	557,650	579,550	599,400	618,350	664,420	0	2,461,720
52951 Homestake Channel Repair	226,452	0	0	0	0	0	0	0
52625 Jefferson Lake	0	805,765	0	0	0	0	0	0

2009 - 2013 Capital Improvement Program
Aurora Water Detail By Project

Fund\Program\Subfund	Carryforward Appropriation 2007 [1]	2008 Projected Budget [2]	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Water Fund								
52947 Rampart Delivery Syst-SI	2,603,652	11,515,395	0	0	12,801,714	4,016,137	1,440,811	18,258,662
52959 Raw Water Maintenance	266,994	278,825	250,000	250,000	250,000	0	0	750,000
52545 Spinney Mtn Pressure Relief Pr	159,090	0	0	0	0	0	0	0
Program Total	**4,541,374**	**13,351,885**	**1,439,550**	**2,771,650**	**19,942,564**	**4,968,057**	**1,608,311**	**30,730,132**
Storage - Water Development								
52904 Box Creek Reservoir	343,148	250,000	391,197	404,595	417,386	477,150	500,000	2,190,328
52906 Gravel Pit Storage Ark-DV	550,304	0	0	0	0	0	0	0
52557 Lower SP Storage-WADV	1,168,812	8,033,424	6,000,000	5,250,000	5,250,000	5,250,000	0	21,750,000
52938 Upper S Platte Storage/SPCUP	240,233	187,500	1,001,531	945,890	945,890	945,890	945,890	4,785,091
Program Total	**2,302,497**	**8,470,924**	**7,392,728**	**6,600,485**	**6,613,276**	**6,673,040**	**1,445,890**	**28,725,419**
Storage - Water System Improvement								
52563 Box Creek Resvr-WASI	200,000	250,000	391,197	404,595	417,386	477,150	500,000	2,190,328
52601 Gravel Pit Storage Ark-SI	1,267,700	1,115,300	2,700,000	1,500,000	1,000,000	1,500,000	1,500,000	8,200,000
52556 Lower SP Storage-WASI	389,603	2,677,808	2,000,000	1,750,000	1,750,000	1,750,000	0	7,250,000
52602 Upper S Platte Storage-SI	80,078	62,500	333,844	315,297	315,297	315,297	315,297	1,595,032
Program Total	**1,937,381**	**4,105,608**	**5,425,041**	**3,969,892**	**3,482,683**	**4,042,447**	**2,315,297**	**19,235,360**
Transmission & Distribution - Water Development								
52876 6th Ave/Gun Club to Powhaton	336,151	0	0	0	0	0	0	0
52583 C470 Water Proj-WADV	1,500,000	0	0	0	0	0	0	0
52855 City Oversize Cost-DV	513,118	0	0	0	0	318,100	327,300	645,400
52547 Marina Tank & Pump Stat-WADV	3,116,276	1,000,000	0	0	0	0	0	0
52711 Picadilly 24":38th/64th-WADV	524,333	0	0	0	0	0	0	0

2009 - 2013 Capital Improvement Program
Aurora Water Detail By Project

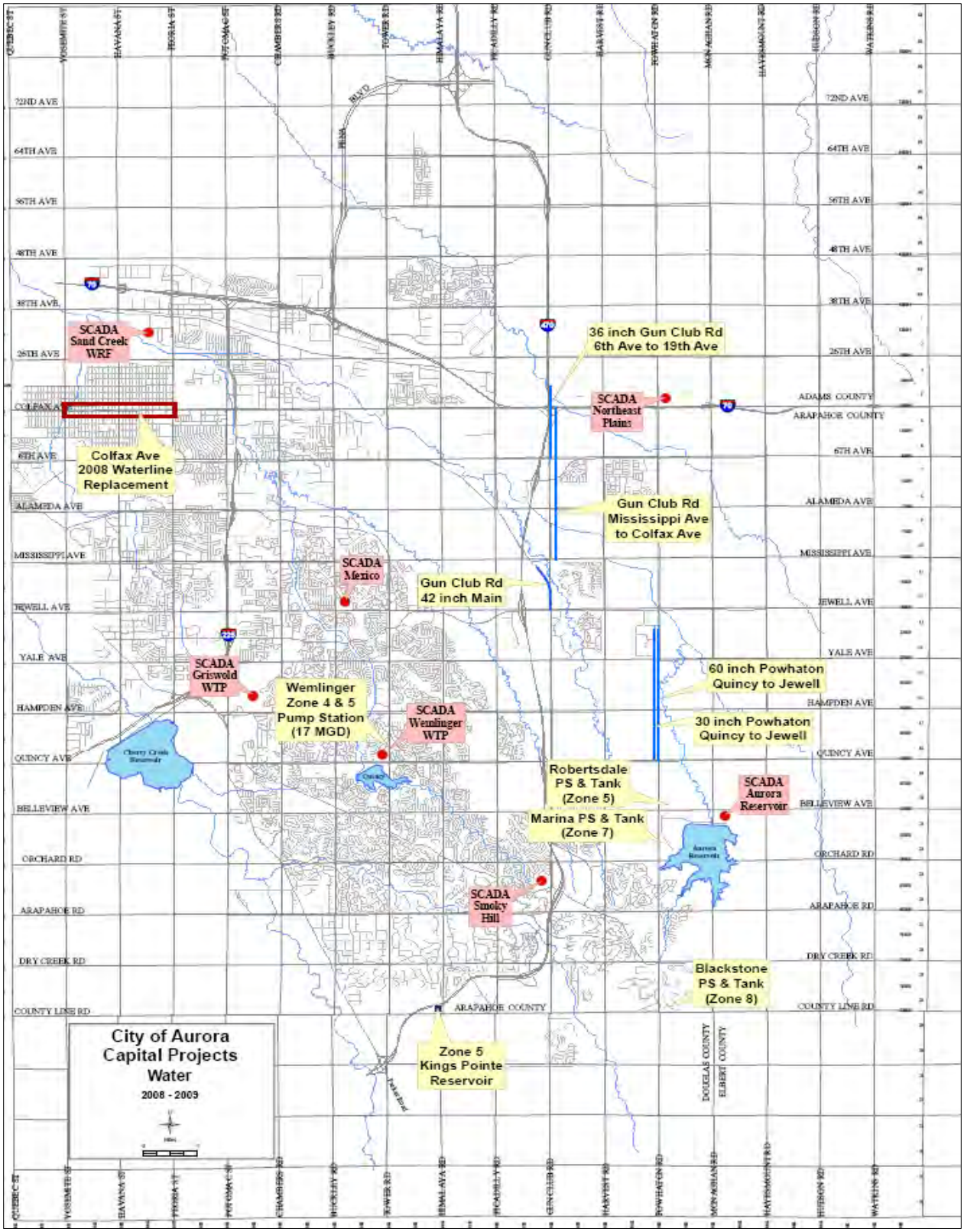
Fund\Program\Subfund	Carryforward Appropriation 2007 [1]	2008 Projected Budget [2]	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Water Fund								
52910 Powht 36":Smoky Hill/Arap-WADV	416,636	-416,636	0	0	0	0	0	0
52992 Sand Creek Parkway	130,178	-130,178	0	0	0	0	0	0
52861 Zone 7 Powhaton Rd/Reservoir	11,340	-11,340	0	0	0	0	0	0
Program Total	**6,548,032**	**441,846**	**0**	**0**	**0**	**318,100**	**327,300**	**645,400**
Transmission & Distribution - Water System Improvement								
52582 C470 Water Proj-WASI	1,500,000	0	0	0	0	0	0	0
52619 City Oversize Cost-SI	458,827	50,496	0	0	0	318,100	327,300	645,400
52502 Gun Club 42" Jewel/Miss-WASI	1,945,582	0	0	0	0	0	0	0
52501 Gun Club 42": Miss to 2nd	0	0	600,000	2,500,000	0	0	0	3,100,000
52954 Line Replacement	1,366,980	2,788,250	3,477,300	3,596,400	4,946,800	5,725,800	5,891,400	23,637,700
52993 Marina Tank & Pump Stat-WASI	11,121,973	5,345,900	0	0	0	0	0	0
52932 Misc Transmission Mains-SI	827,014	557,650	579,550	599,400	618,350	636,200	654,600	3,088,100
52543 PRV Improvement Project	14,430	-9,208	0	0	0	0	0	0
52506 Quincy PA VFD Install	11,915	-11,915	0	0	0	0	0	0
52674 SCADA SI - WASI	2,505,617	1,203,498	173,865	179,820	1,236,700	1,272,400	1,309,200	4,171,985
52676 Susp Bridge Parker Repaint-SI	50,496	-50,496	0	0	0	0	0	0
52902 Water System Security	46,322	-5,105	0	0	0	0	0	0
52614 Zone 5 Resvr-Kings Pt-SI	366,515	-346,881	0	0	0	0	0	0
Program Total	**20,215,671**	**9,522,189**	**4,830,715**	**6,875,620**	**6,801,850**	**7,952,500**	**8,182,500**	**34,643,185**
Total Water Fund	**$196,853,304**	**$241,416,590**	**$281,627,576**	**$87,530,807**	**$87,368,032**	**$42,334,762**	**$44,478,249**	**$543,339,426**

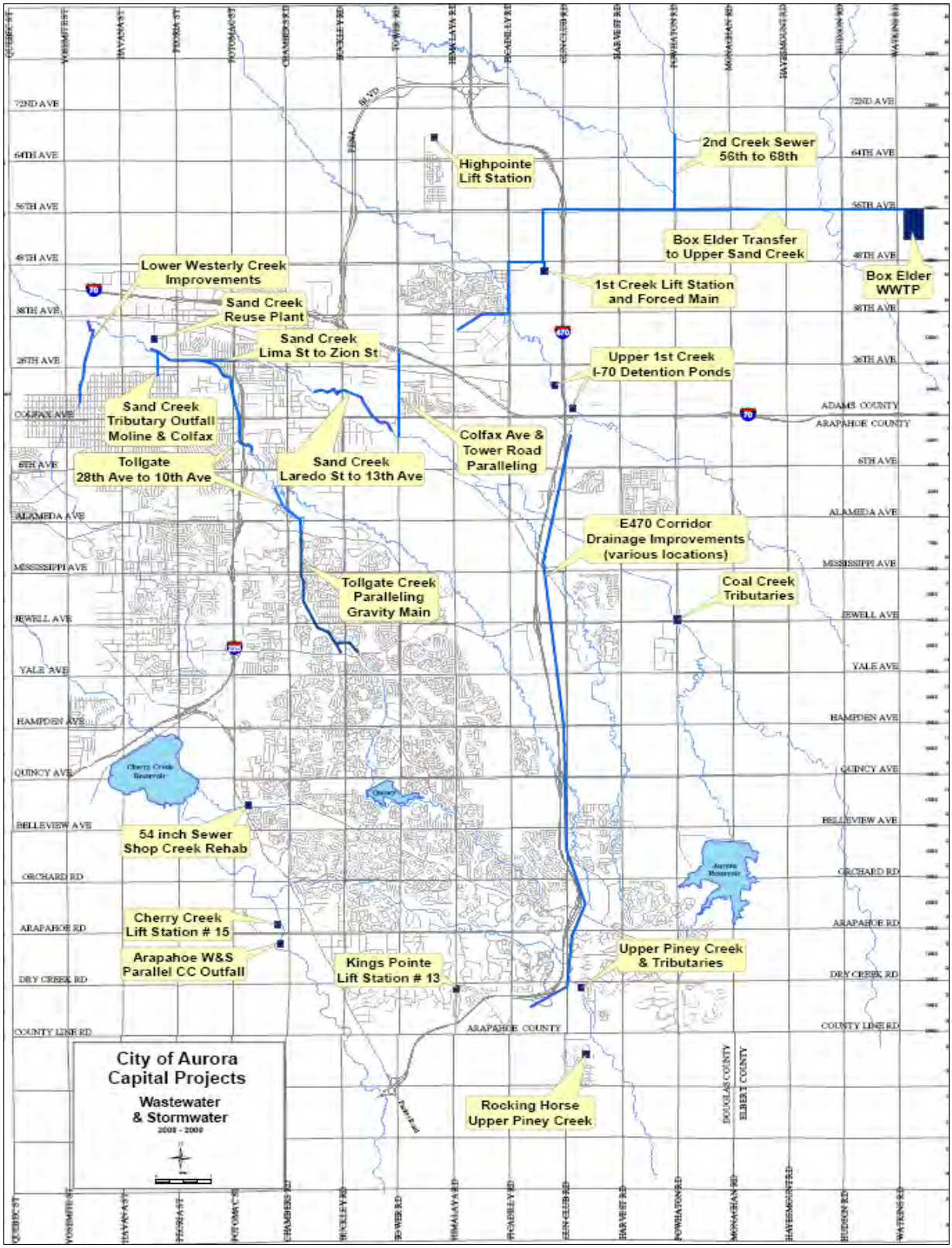
2009 - 2013 Capital Improvement Program
Aurora Water Detail By Project

Fund\Program\Subfund	Carryforward Appropriation 2007 [1]	2008 Projected Budget [2]	Five-Year Plan 2009 Adopted	2010 Planned	2011 Planned	2012 Planned	2013 Planned	Total Cost 2009 - 2013
Total Aurora Water	**$250,647,945**	**$251,610,531**	**$313,725,674**	**$117,114,980**	**$109,534,983**	**$93,746,419**	**$92,726,120**	**$726,848,176**

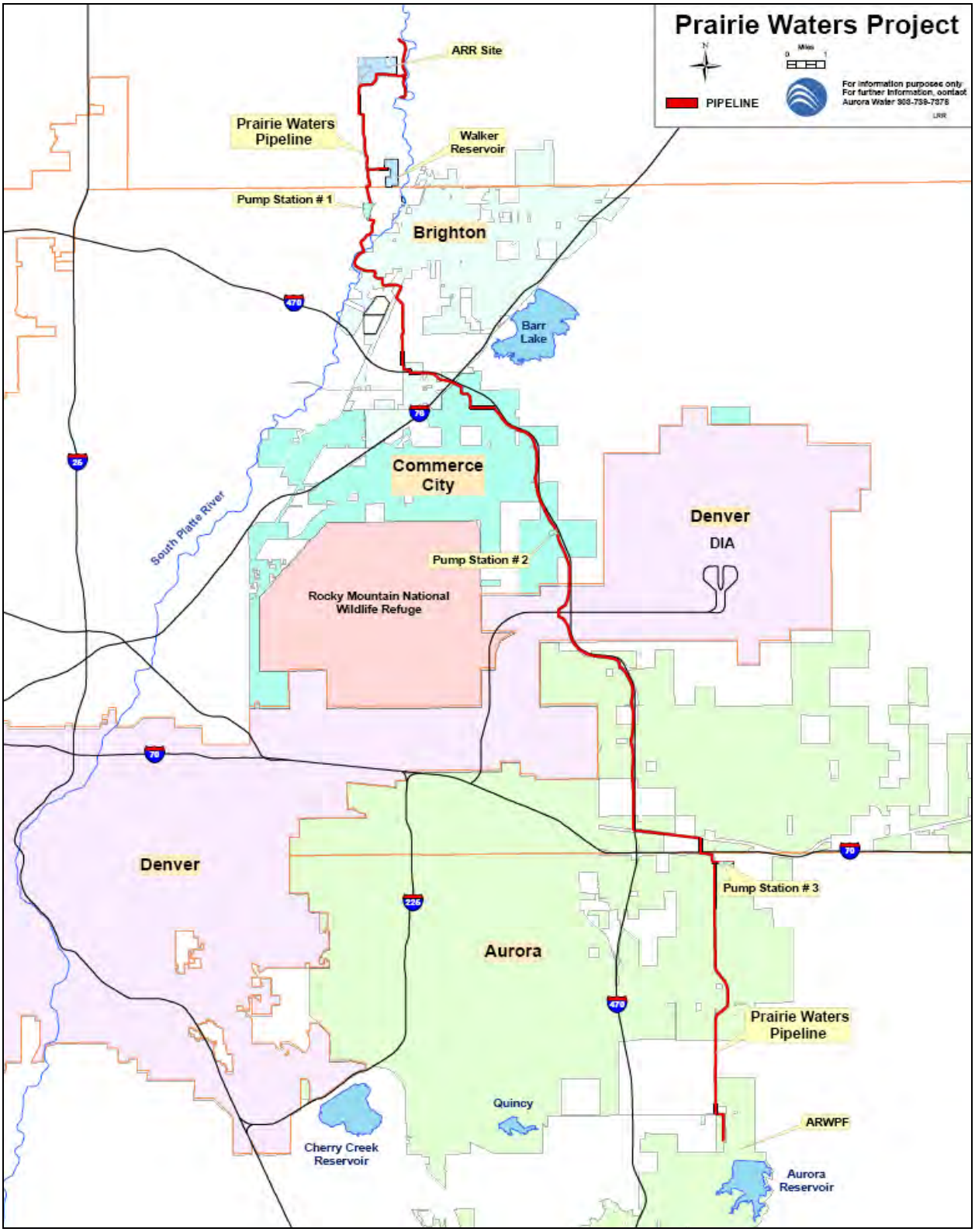
1 Figures represent previous years unspent appropriation as of December 31, 2007, as reported in the 2007 Comprehensive Annual Financial Report.

2 Figures represent an estimate of how the 2008 adopted budget will be amended by year-end 2008. This column includes the 2008 adopted budget plus budget transfers, Fall 2007 and Spring 2008 budget amendments, and contemplated amendments, transfers and lapses for the remainder of 2008. A negative figure is generally the result of the application of a budget reduction to a project with unspent prior year appropriation.


City of Aurora
Capital Projects
Water
2008 - 2009
SCADA Sand Creek WRF
36 inch Gun Club Rd 6th Ave to 19th Ave
SCADA Northeast Plains
Colfax Ave 2008 Waterline Replacement
Gun Club Rd Mississippi Ave to Colfax Ave
SCADA Mexico
Gun Club Rd 42 inch Main
SCADA Griswold WTP
Wemlinger Zone 4 & 5 Pump Station (17 MGD)
SCADA Wemlinger WTP
60 inch Powhaton Quincy to Jewell
30 inch Powhaton Quincy to Jewell
Robertsdale PS & Tank (Zone 5)
SCADA Aurora Reservoir
Marina PS & Tank (Zone 7)
SCADA Smoky Hill
Blackstone PS & Tank (Zone 8)
Zone 5 Kings Pointe Reservoir
ADAMS COUNTY
ARAPAHOE COUNTY
DOUGLAS COUNTY
ELBERT COUNTY
72ND AVE
64TH AVE
56TH AVE
48TH AVE
38TH AVE
26TH AVE
COLFAX AVE
6TH AVE
ALAMEDA AVE
MISSISSIPPI AVE
JEWELL AVE
YALE AVE
HAMPDEN AVE
QUINCY AVE
BELLEVIEW AVE
ORCHARD RD
ARAPAHOE RD
DRY CREEK RD
COUNTY LINE RD


City of Aurora
Capital Projects
Wastewater
& Stormwater
2009 - 2009
Highpointe
Lift Station
2nd Creek Sewer
56th to 68th
Box Elder Transfer
to Upper Sand Creek
Box Elder
WWTP
1st Creek Lift Station
and Forced Main
Lower Westerly Creek
Improvements
Sand Creek
Reuse Plant
Sand Creek
Lima St to Zion St
Upper 1st Creek
I-70 Detention Ponds
Sand Creek
Tributary Outfall
Moline & Colfax
Colfax Ave &
Tower Road
Paralleling
Tollgate
28th Ave to 10th Ave
Sand Creek
Laredo St to 13th Ave
E470 Corridor
Drainage Improvements
(various locations)
Tollgate Creek
Paralleling
Gravity Main
Coal Creek
Tributaries
54 inch Sewer
Shop Creek Rehab
Cherry Creek
Lift Station # 15
Arapahoe W&S
Parallel CC Outfall
Kings Pointe
Lift Station # 13
Upper Piney Creek
& Tributaries
Rocking Horse
Upper Piney Creek
72ND AVE
64TH AVE
56TH AVE
48TH AVE
38TH AVE
26TH AVE
COLFAX AVE
6TH AVE
ALAMEDA AVE
MISSISSIPPI AVE
JEWELL AVE
YALE AVE
HAMPDEN AVE
QUINCY AVE
BELLEVIEW AVE
ORCHARD RD
ARAPAHOE RD
DRY CREEK RD
COUNTY LINE RD
ADAMS COUNTY
ARAPAHOE COUNTY
DOUGLAS COUNTY
ELBERT COUNTY

Lower South Platte Storage
Lower South Platte Water Rights
Colorado River Basin
South Platte River Basin
Denver
Aurora
Prairie Waters Pipeline
Aurora Reservoir
Vail
I-70
Dillon Reservoir
Homestake & Eagle River Project
Strontia Springs Dredging
Chatfield Reservoir
Rampart Delivery System
East Reservoir
Eagle River Head Water Project
North Fork
Homestake Reservoir
Castle Rock
Turquoise Lake
Leadville
Fairplay
Tarryall Creek
South Platte
Box Creek Reservoir
Middle Fork
Cheesman Reservoir
Twin Lakes
Spinney Mt. Reservoir
Clear Creek Reservoir
Pump Station
Antero Reservoir
Elevenmile Reservoir
Colorado Springs
Homestake Pipeline
Buena Vista
Homestake Capital Projects
Upper South Platte Storage
Arkansas River Basin
Gunnison River Basin
Salida
Canon City
Arkansas River
I-25
Pueblo Reservoir
Pueblo
Lake Henry
Lake Meredith
Gravel Pit Storage Arkansas River
Rocky Ford II
Rocky Ford
Arkansas River
La Junta
City of Aurora Capital Projects
Raw Water
Rio Grande River Basin


Prairie Waters Project
PIPELINE
For information purposes only
For further information, contact
Aurora Water 303-739-7378
ARR Site
Prairie Waters Pipeline
Walker Reservoir
Pump Station # 1
Brighton
Barr Lake
Commerce City
South Platte River
Pump Station # 2
Rocky Mountain National Wildlife Refuge
Denver
DIA
Denver
Pump Station # 3
Aurora
Prairie Waters Pipeline
Quincy
ARWPF
Cherry Creek Reservoir
Aurora Reservoir

AURORA

Budget Ordinance Summary

AURORA

Budget Ordinance Summary

Ordinance Process

The following pages describe the 2008 and 2009 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.

2009 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 2009 ordinances: the Tax Levy Ordinance, the Adopting Budget Ordinance, and the Appropriating Budget Ordinance.

Tax Levy Ordinance: 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: 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. For 2009, the adopting ordinance for the Water and Wastewater Funds were approved in a separate ordinance.

Appropriating Budget Ordinance: 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. For 2009, the appropriating ordinance for the Water and Wastewater Funds were approved in a separate ordinance.

2008 Amending Ordinances

Amending ordinances are used to modify the amounts approved with the budget ordinances. There were three 2008 amending ordinances: the 2007 Fall Supplemental Amendment Ordinance, the 2008 Spring Supplemental Amendment Ordinance, and the 2008 Fall Supplemental Amendment Ordinance. Although some of the ordinances included amendments for 2007 and/or 2008, only the significant 2008 amendments are specifically identified.

2007 Fall Supplemental Amendment Ordinance (Introduced 10/29/2007, Approved 11/19/2007, Effective 12/29/2007): The 2007 Fall Supplemental Budget Appropriation Amendment Ordinance modified the budgets for 2007 and 2008. The items in this supplemental are taken into account in the 2008 projection, as published in this budget book.

Spring Supplemental Budget Appropriation Amendment Ordinance (Introduced 6/16/2008, Approved 7/14/2008, Effective 8/23/2008): This ordinance amended the original budget for 2008 and also amended the 2007 budget for year-end adjustments. The items in this supplemental are taken into account in the 2008 projection, as published in this budget book. The most significant amendments that affect 2008 include:

1) With respect to the General Fund a net $0.8 million was appropriated including debt service and issue costs related to the refinance of the 2006 A-2 variable rate refunding bonds and various other appropriations

2) An accounting adjustment lapsing $43,885,758 to match funding to the system of record of $754.8 million for the Prairie Waters Project in the Water Fund.

3) A net deferral and/or reduction of $51,508,938 in the Water and Wastewater funds was included in the Spring Supplemental. A significant portion of the lapses related to the slow down in development related activity. Developer Related program projects accounted for $9.3 million of this reduction. Another $12.0 million was lapsed or deferred from Storm Water projects due to development activity and delays in the design process. $7.6 million was lapsed for Transmission and Distribution lines that are part of the Prairie Waters Project. Various other capital program adjustments account for the remainder of the $22.6 million lapse.

4) $2.5 million of spending authority in the Designated Revenues Fund was mostly a $2.3 million appropriation in Non-Departmental for land purchases associated with the DIA noise mitigation plan. Appropriation of $200,000 in Public Works was for the transfer of Traffic Impact Fees to the Capital Projects Fund for the Traffic Timing Study. Another $206,026 was lapsed in Parks and Open Space to match the Community Trees program budget to actual revenues.

5) $929,219 of net appropriation in the Capital Projects Fund was a result of a $967,219 request by Public Works net of a $38,000 lapse for a completion of the Fire Quartermaster Storage Facility. Of this amount, $706,000 was for the Cherry Creek Racquet Club Fence Construction fully offset by revenues from the general improvement tax district. Another $350,000 of this appropriation was for the Strategic Parking Plan Study offset by a $290,000 General Fund transfer and $60,000 from AURA. $300,575 was lapsed from the 38th Ave: Tower to Picadilly project as this project has been completed and developer contributions will also be lower. Appropriation of $250,000 for the Traffic Signal Timing Study was offset by a lapse of $50,000 from New Traffic Signals and a transfer of $200,000 from Traffic Impact Fees.

6) $895,153 of appropriation, offset by $273,549 in revenue, was needed in the Gifts and Grants Fund. About half of the appropriation was being requested for gifts and grants in the Library and Recreation Department for the 2008 appropriation for the Colorado Preschool Project and the Health Aging Initiative. Another $316,750 was requested by Neighborhood Services for anticipated Gifts and Grants. Parks and Open Space appropriation of $118,232 was for the spending authority of grant interest.

7) $653,253 of appropriation, offset by $730,895 of revenue, for the Parks Development Fund was mostly for the construction of the Red-tailed Hawk Community Park. The additional revenue was a result of developer contributions.

8) $387,605 of spending authority in the Abatement Fund offset by 343,400 in additional revenue was a result of a request for AMANDA system expansion and the hiring of a contract person to support the high volume of Abatements. Also, $64,000 of costs for a Code Enforcement Inspector was transferred from the General Fund.

9) $160,979 was lapsed from the Development Review Fund. This lapse was a decrease of the transfer to the General Fund for Parks and Open space employees that was transferred to other funding sources.

Fall Supplemental Budget Appropriation Amendment Ordinance: This is the second of two scheduled appropriation adjustments. This supplemental amended the 2008 budget only. 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 include:

1) A net deferral and/or reduction of $16.9 million in the Water and Wastewater funds was included in the Fall Supplemental. Significant programs contributing to the lapse include Storm Water, Prairie Waters, Collection and Storage Programs.

2) $4.6 million of spending authority, offset by $218,300 of revenue, was lapsed from the Capital Projects Fund. This lapse was in response to the revenue shortfalls affecting the Capital Projects Fund Transfer in 2008. The largest item being lapsed was the $2.9 million Northeast Fire Station in the Fire Department, offset by $0.5 million lapse in developer contribution revenue. Public Works has lapsed a net of $1.2 million, primarily in the Concrete Repair Program and the Service Line Undergrounding Projects. Information Technology, Parks and Open Space, Planning, and Non-departmental also lapsed budget.

3) $780,000 of appropriation, completely offset by revenue, was needed for the Fleet Management Fund to cover increased fuel costs. These costs were reimbursed by department charges.

4) $528,500 of appropriation was being lapsed from the Conservation Trust Fund. The majority of this lapse was due to changes in project costs and funding availability for the Beck Center remodel.

5) $325,600 of appropriation was needed in the Gifts and Grants Fund. Parks and Open Space requested additional budget for capital grants received in 2008, including $200,000 received from Great Outdoors Colorado for the Red Tailed Hawk Park Grant.

6) The Golf Courses Fund lapsed $184,200 in capital projects spending, including Centre Hills Pond Dredging and Hardscape Improvements.

7) The Community Development Fund lapsed $148,700 due to aligning Community Development Block Grant and HOME Grant budget to actual grant awards.

Budget Process and Calendar

AURORA

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, Community Development (CHCD), and the Citizens' Water Advisory Committee (CWAC).

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 2009 budget during 2008 is the projected amount approved by City Council when they adopted the 2008 budget less one-time items and various adjustments. These changes may include: items approved in the 2008 Spring Supplemental ordinance; utility, water, and fuel rate adjustments; risk management adjustments; and fleet service 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.

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;
- Appropriation amendments are requested and the spring supplemental ordinance is presented;
- Departments meet with Council for discussions about department issues;
- 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 the Management and Finance Committee;
- The Citizens' Advisory Budget Committee reviews and comments upon the City's budget proposals; and
- The proposed budget is produced and delivered to City Council.

September – December

- Aurora Water, the Citizens' Water Advisory Committee and the Citizens' Advisory Committee on Housing and Community Development present their budgets to Council;
- City Manager presents proposed budget to Council;
- 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.

AURORA

General Financial Policies

AURORA

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 2007 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-50 to J-53.

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 absenses, 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 Improvement Projects Fund Financial Policies Section on page J-59.

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 Improvement Projects Fund Financial Policies Section on page J-59.

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 aid, state aid, gifts, and 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-59.
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.
5. A reserve equal to approximately 3 percent of the fiscal year's spending, less transfers, refunds, gifts, and certain other expenditures, will be held in the TABOR 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. The City Council, upon majority vote, may approve loans from this fund to any other fund on the terms and conditions Council deems appropriate.

3. Expenditures from this fund may be used solely for declared emergencies and must be replenished within 365 days.

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 receiving grant funding from the City of Aurora.
   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 periodic financially detailed expenditures, the number of clients served who are residents within the City, and a ratio of resources utilized per client according to municipal boundaries.
3. Agencies receiving grant funding from surcharges for the conviction of a municipal offence must demonstrate a commitment to Aurora Law Enforcement and were identified by ordinance and resolution in 2006.
   a) Services provided by the organization should assist and or enhance the mission of Aurora law enforcement to provide for public safety.
   b) A committee will be established for determining grant awards and review of support criteria. The committee will be staffed by the Deputy City Manager for Community Service, the Police Chief, Director of Neighborhood Services, Victim Assistance and other staff as needed.
   c) The agencies will meet the criteria stated above.
4. Each year the City Council will review the basic decision to provide funding to the agency and/or the amount of an award.
5. 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 or within in a department budget for such purpose;
b) If an individual Council member recommends the request and it is approved by the Full Council; and
c) The organization is a partner in assisting meeting community needs and there is a public expectation of a City presence at the event.

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/or 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-subsidiary 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. License, permit, and user fees will be periodically 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

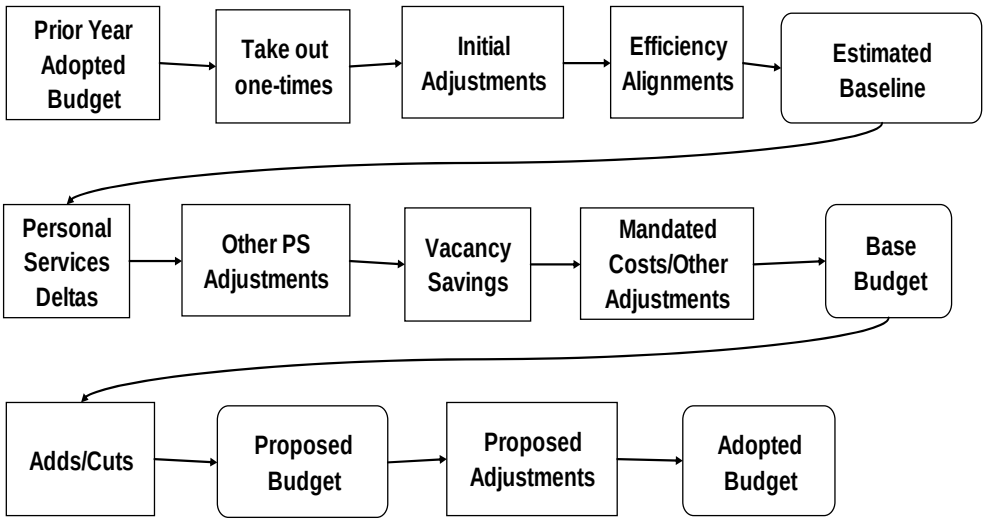
1. The City of Aurora will not use long-term debt to finance operations or for repair or renovation of existing assets unless the remaining useful life following such repair or renovation is extended.
2. Debt issuance decisions should include consideration of the impact of debt service costs and net 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) 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. **Personal Services Deltas:** The personal services delta is the amount of difference between the Estimated Baseline and the amount the Personal Services forecasting system calculates for each position. Not every personal services account is forecasted. Changes in accounts not related to the forecast 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 Personal Services Delta phase 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 (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**: 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 The Management and Finance Committee, who approves the supplemental moving forward to the full Council.

N. Supplementals are presented to City Council during a special study session, then at the regular Council meeting for the first and second readings.

O. 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.

AURORA

Debt Management

AURORA

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 infrastructure related (i.e. 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. They do not constitute an obligation of the City.

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 prevailing interest rates are at levels below the rates of bonds currently outstanding, the City may issue refunding bonds to save money.

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. They do not constitute an obligation of the City.

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 following its establishment are dedicated to paying the principal of and interest on the bonds. They do not constitute an obligation of the City.

Debt Policy

A goal in managing debt is to maintain or enhance the City's bond rating as determined by the rating agencies (Moody's and Standard & Poor's). The City's debt policy adopted by Council and summarized below, is to help ensure the goal is met and that debt is used only for highly justified purposes. The policy also aims to minimize the City's debt service and issuance costs.

Creditworthiness Objectives

The City of Aurora seeks to maintain the highest practical credit ratings that can be achieved without compromising delivery of City services. The City is committed to ensuring that actions within its control are prudent and responsive. The City will keep outstanding debt at consistent levels with its creditworthiness objectives. The City is committed to full and complete financial disclosure.

Purposes and Uses of Debt

Debt will be issued for a capital project when it is an appropriate means to achieve a fair allocation of costs between current and future beneficiaries, or in case of an emergency. Debt shall not, in general, be used for projects solely because insufficient funds are budgeted at the time of acquisition or construction or for operating deficiencies. Long-term financing for assets is considered only when they have a useful life of five or more years. Debt will not be issued for periods that exceed 120% of the useful or average useful life of the project to be financed.

Debt Standards and Structure

Debt will generally be structured for the shortest period consistent with a fair allocation of costs to beneficiaries or users and to achieve the lowest possible net cost to the City given market conditions, project timing and need, and type of security. Deferring principal and/or interest will be considered only in specific circumstances. Refunding bonds, and credit enhancements will be considered and used when there is a net benefit to the City.

Debt Administration and Process

Payments of general obligation and General Fund revenue bond debt service shall be from the City Debt Service Fund. All general obligation and revenue bond proceeds shall be invested as part of the City's consolidated cash pool unless a segregated investment is determined more appropriate or specified by legislation. The Finance Department will assess a fee as part of costs of issuance for offsetting internal costs of issuance and management. Any capital financing proposal to a City department involving the pledge or other extension of the City's credit, or the City acting as a conduit for the sale of securities, shall be referred to the Finance Department for review.

Current Status

Estimated as of December 31, 2008, the authorized and issued amount of outstanding debt issues by the City and City-affiliated entities is about $1.04 billion, and the projected principal balance remaining is $897.8 million. Principal payments in 2009 total $27.3 million and interest payments are 40.7 million.

Recent Debt Financing

In 2008, the City was compelled to refund two variable rate bonds as the bond insurers were adversely impacted by the financial crisis. The 2008A First-Lien Water Revenue Bond with an issue of $39,995,000 refunded the 2004A Second-Lien Water Improvement Bonds. The 2006 A-2 Certificates of Participation were refunded by the 2008A Aurora Capital Leasing Corporation (ACLC) Certificates of Participation with an issue of $68,540,000. In addition to the refunding issues, Aurora Water drew $25,000,0000 from the $75,000,000 line of credit from the Colorado Water Conservation Board (CWCB) for construction of the Prairie Waters Project.

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, 2007 is $88.9 million. This is the remaining debt capacity for general obligation bonds within the limits set by City Charter.

Bond Ratings

The City's credit ratings, assigned by various bond rating agencies, are a determinant of the City's creditworthiness. 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 financial reputation through its demonstrated financially sound position. High ratings should 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 May 2008 are "Aa2" from Moody's and "AA" from Standard & Poor's. The Aurora Water underlying credit ratings as of April 2008 are "AA-" from Fitch and "Aa3" from Moody's. The table below demonstrates how these ratings stand within the range of ratings of each rating agency. Fitch rating system is similar to Standard and Poor's.

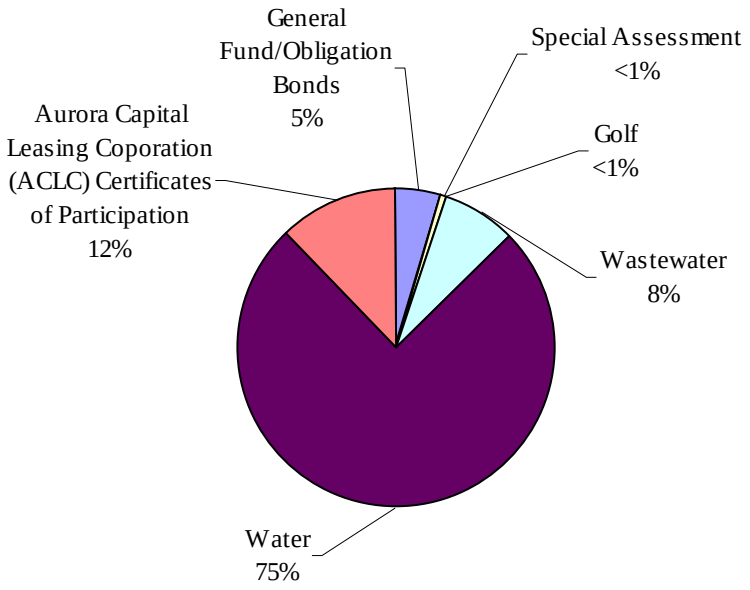
Moody's and Standard & Poor's Credit Ratings for Municipal Bonds

RATING		DESCRIPTION
Moody's (1)	**Standard & Poor's (2)**	
Aaa	AAA	Best quality, extremely strong capacity to pay principal and interest.
Aa1	AA+	High quality, very strong capacity to pay principal and interest.
Aa2	**AA**	**City of Aurora General Obligation Credit Rating.**
Aa3	**AA-**	**Aurora Water Underlying Revenue Credit Rating.**
A	A	Upper medium quality, strong capacity to pay principal and interest.
Baa	BBB	Medium grade quality, adequate capacity to pay principal and interest. Susceptible to adverse economic conditions or changing circumstances.
Ba and Lower	BB and Lower	Speculative quality, low capacity to pay principal and interest. Faces major ongoing uncertainties.
B	B	Speculative and are a high credit risk but currently has some capacity to pay principal and interest. Likely affected by changing circumstances.
Caa	CCC	Poor standing and very low capacity to pay principal and interest. Dependent upon favorable economic and financial circumstances.
Ca	CC or C	Highly speculative near default with some prospect to pay principal and interest.
C	D	Lowest rated class of bonds and are typically in default, little prospect to pay principal or 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.

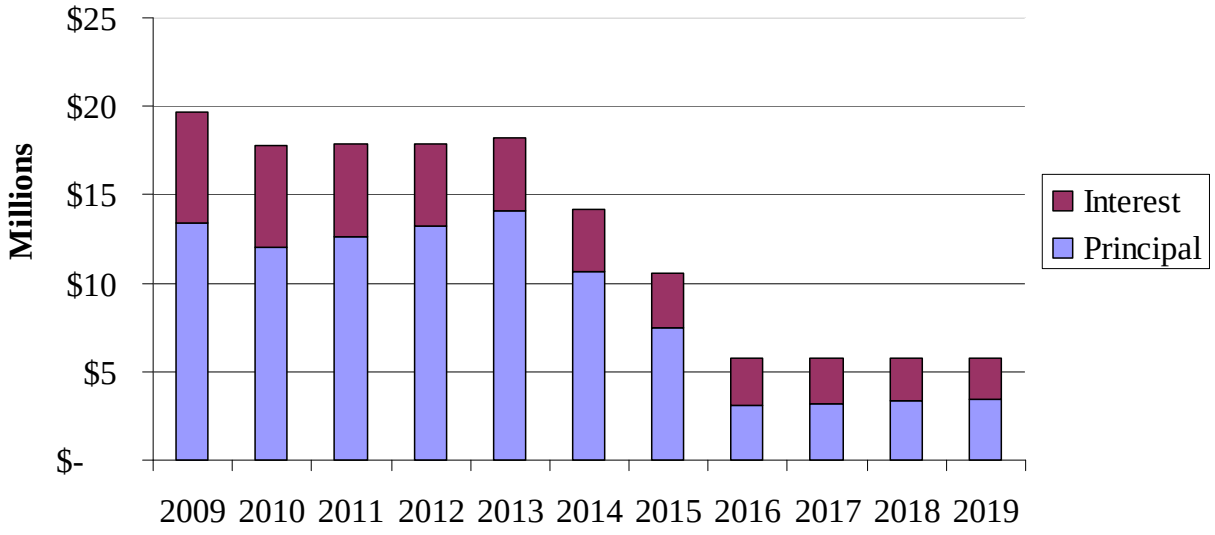
City Funds	Authorized and Issued	12/31/08 Balance	2009 Principal Payment	2009 Interest Payment
General Fund Bonds				
1999 Sports Park (1999 Issue)	$ 17,470,000	$ 9,105,000	$ 1,335,000	$ 425,649
General Obligation Bonds				
2003 Public Safety Refunding Bonds	2,530,000	450,000	450,000	13,500
2000 Public Safety Bond	16,360,000	9,140,000	1,120,000	436,238
2000 Parks and Open Space Bond	16,100,000	9,000,000	1,100,000	429,305
2000 Library Facilities Bond	17,640,000	9,860,000	1,205,000	470,369
1998 Alameda/I-225 Interchange	10,000,000	3,595,000	840,000	167,370
Total General Fund/Obligation Bonds	80,100,000	41,150,000	6,050,000	1,942,431
Special Assessment				
2007 SID 1-05 (Ptarmigan)	1,075,000	1,010,000	198,000	47,975
2005 SID 2-03 (Dam West)	1,140,000	735,000	78,000	35,281
Total Special Assessment	2,215,000	1,745,000	276,000	83,256
Golf Fund				
2005 Saddle Rock Refinancing Bond	4,625,000	3,185,000	405,000	131,125
2004 Aurora Hills Irrigation Revenue Note	1,125,000	124,199	124,199	2,819
Total Golf Fund	5,750,000	3,309,199	529,199	133,944
Wastewater Fund				
2006 First Lien Sewer Revenue Bonds	57,790,000	56,785,000	1,045,000	2,703,875
1999 CWR & PDA Sewer Bond	24,124,366	10,861,885	1,663,193	307,842
Total Wastewater Fund	81,914,366	67,646,885	2,708,193	3,011,717
Water Fund				
CWRB $75 Million Line of Credit	25,000,000	25,000,000	-	-
2008A First Lien Water Refunding of 2004A	39,995,000	39,995,000	-	1,957,888
2007A First-Lien Water Improvement Bonds	421,495,000	421,495,000	-	20,973,238
2005 CWRPDA 1st lien Water Revenue Bonds	100,000,000	100,000,000	-	4,461,640
2004 Water Rights Purch. Note - Rocky Ford II	8,280,091	3,821,886	587,494	191,094
2003 GO Water Refunding Bonds	62,775,000	30,435,000	5,905,000	1,157,813
2003A First-Lien Water Revenue Bonds	55,860,000	45,440,000	2,780,000	2,228,425
1999 CWR & PDA Water Bond	14,999,899	6,804,963	1,030,404	225,601
1999 Water Rights Purchase Notes B-1 (Stanley)	253,987	25,398	25,398	1,270
1999 Water Rights Purchase Notes B-2 (Burt)	249,125	24,912	24,912	1,246
Total Water Fund	728,908,102	673,042,160	10,353,208	31,198,214
City Funds Totals	$ 898,887,468	$ 786,893,244	$ 19,916,600	$ 36,369,562
City Affiliated Entities				
Aurora Capital Leasing Corporation (ACLC) COPs				
2008A ACLC Refunding of Series 2006 A-2	68,540,000	68,540,000	-	2,692,937
2006 A-1 ACLC Refunding of Series 2000	20,290,000	16,495,000	1,085,000	741,750
2005 ACLC Open Space and Street Imp	23,395,000	15,620,000	2,290,000	522,350
2004 ACLC Refunding C.O.P.s	8,750,000	2,550,000	2,550,000	82,875
2002 ACLC Public Safety Equipment	15,380,000	7,695,000	1,415,000	291,681
Total ACLC	136,355,000	110,900,000	7,340,000	4,331,593
City Affiliated Entities Totals	$ 136,355,000	$ 110,900,000	$ 7,340,000	$ 4,331,593

December 31, 2008 Estimated Outstanding Principal by Fund



Estimated Total General Fund / Obligation and ACLC COP Payments 2009-2019

(Excludes Water, Wastewater, Golf, and Special Assessment Debt.
December 31, 2008 debt only, assumes no new borrowing.)



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, 2008.

INTERFUND LOANS

Loan Description	Amount of Loan	Loan Type	Borrowing Fund	Loaning Fund	Term (Years)	Loan Date	12/31/08 Balance	2009 Payment	2009 Interest	12/31/09 Balance	Note	Last Payment
City Match for Bioscience Facility (FRA)	$1,150,000	Formal	FRA	CPF	15	1999	$816,109	($137,189)	($35,048)	$678,920	1	2014
Fitzsimons Golf Course Loan (FRA)	$245,935	Formal	FRA	Golf	10	2004	$134,986	($24,922)	($5,399)	$110,064	1	2013
Murphy Creek Golf Course Construction Loan; draws as required	$6,400,000	Formal	Golf	Sewer	31	1995	$4,552,000	($56,000)	($227,600)	$4,496,000	2	2026

NOTE:

1. Interest during first 5 years accumulates as principal; repayment occurs during years 6-15 at average rate on earnings.
2. Original loan was for 18 years at 256,000 principal per year with a balloon payment in 2013. In 2008 the loan terms were extended to 2026.

Computation of Legal Debt Margin

The Computation of the Legal Debt Margin determines the Charter limit on general obligation 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.

Computation of Legal Debt Margin
Estimated as of December 31, 2007

Assessed Valuation, all Counties: (a)	$ 3,053,911,500			
Debt Limit - Three (3) percent of assessed valuation			**$ 91,617,345**	
Amount of debt outstanding: (b)				
Total bonded debt	$ 775,485,919			
Other debt	120,624,450			
Total		**$ 896,110,369**		
Less Fund Balance in debt service funds	$ 1,669,563			
Other deductions allowed by law:				
General obligation bonds exempt from limit	$ 32,150,000	(c)		
General obligation water bonds	37,275,000			
Capitalized lease obligations	3,540,894			
Certificates of participation	109,495,000			
Revenue notes	2,319,387			
Water rights	5,269,168			
Revenue bonds	701,665,919			
Total Deductions		**$ 893,384,931**		
Total amount of debt applicable to debt limit			**$ 2,725,438**	
Legal Debt Margin			**$ 88,891,907**	(c)

(a) Does not include assessed valuation of tax increment financing district.

(b) Does not include related debt outstanding of tax increment financing district.

(c) 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. Typically, 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, Section20(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

AURORA

Schedule of Annual Operating Transfers

Operating Transfer Out		Operating Transfer In		
Fund Name	2009 Adopted	Fund Name	2009 Adopted	Comments
General Fund	$ 6,113,000	ACLC Fund	$ 6,113,000	AMC lease payment
General Fund	266,273	Community Development Fund	266,273	City match for HOME grant
General Fund	15,244,974	Capital Projects Fund	15,244,974	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	1,233,911	Cultural Services Fund	1,233,911	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	3,347,292	Designated Revenues Fund	3,347,292	Visitors Promotion Advisory Board ($324,847), Eagle Bend ($80,000), Hampden Town Center ($850,387), City Place ($1,531,999) , Aurora Mall ($558,059), Sister Cities ($2,000)
General Fund	606,000	Development Review Fund	606,000	Partial repayment for 4 years of funding for Economic Development agenices
General Fund	5,511,067	Recreation Fund	5,511,067	Annual transfer to Recreation Fund
Arapahoe County Open Space Fund	1,234,663	ACLC Fund	1,234,663	Debt service payment for Certificates of Participation (COPs) acquisitions
Aurora Urban Renewal Authority	173,680	General Fund	173,680	Funding for operations support in the General Fund
Building Repair Fund	18,209	General Fund	18,209	Transfer of funds available
Capital Projects Fund	1,858,800	Building Repair Fund	1,858,800	Annual transfer for major repair projects
Capital Projects Fund	155,207	Cultural Services Fund	155,207	Art in Public Places transfer
Capital Projects Fund	1,710,000	Enhanced E911 Fund	1,710,000	For 800 MHz Radio debt service
Debt Service General Obligation Fund	124,000	Capital Projects Fund	124,000	Transfer of excess Sports Park debt service funds
Designated Revenues Fund	2,091,999	ACLC Fund	2,091,999	$560,000 portion of AMC lease payment, $1,531,999 Aurora City Place debt service
Designated Revenues Fund	20,000	General Fund	20,000	Art District Loan Program fund balance to support General Fund
Development Review Fund	1,300,188	General Fund	1,300,188	Payment to General Fund for overhead and indirect costs
Enhanced E911 Fund	1,706,682	ACLC Fund	1,706,682	800 MHz radio expansion lease payments
Enhanced E911 Fund	766,400	General Fund	766,400	Use of E-911 fund balance for Public Safety Communications
Fleet Fund	129,536	General Fund	129,536	Reduction in Fleet Operations, savings transferred to the General Fund ($97,536), transfer of funds available ($32,000)
Policy Reserve Fund	150,000	General Fund	150,000	Transfer of funds available
Policy Reserve Fund	101,770	TABOR Reserve Fund	101,770	Transfer interest from Policy Reserve for TABOR requirements
Recreation Fund	1,155,015	General Fund	1,155,015	For Sports Park operations ($1,140,000), and a transfer of funds available to the General Fund ($15,015)
Risk Management Fund	1,500,000	Capital Projects Fund	1,500,000	Risk Fund balance for balancing the Capital Projects Fund
Risk Management Fund	1,000,000	Designated Revenues Fund	1,000,000	Transfer to initiate the Green Fund
Risk Management Fund	1,000,000	General Fund	1,000,000	Fund balance used for balancing
Surplus and Deficiency Fund	200,000	Capital Projects Fund	200,000	Fund balance used for balancing
Surplus and Deficiency Fund	60,750	General Fund	60,750	For fence financing and fence program support and fund administration
Total Transfer Out	**$ 50,540,516**	**Total Transfer In**	**$ 50,540,516**	

AURORA

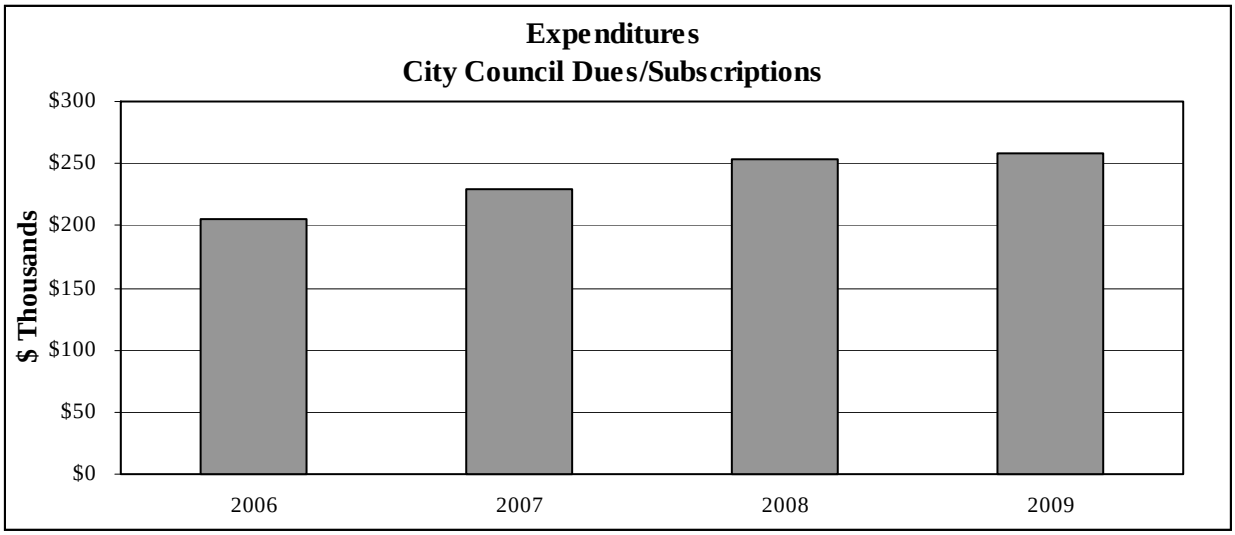
City Council Annual Dues and Subscriptions

AURORA

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.

	2006 Actual	2007 Actual	2008 Projection	2009 Adopted
DRCOG	$ 55,300	$ 59,500	$ 62,200	$ 66,300
CML	100,010	103,010	106,010	109,010
Aurora Chamber	3,713	3,824	3,824	4,500
NLC	13,565	14,108	14,676	14,676
NOISE	-	4,620	2,310	2,310
U.S. Conference of Mayors	-	11,885	16,506	12,242
Regional Air Quality	10,000	10,000	10,000	18,000
Rocky Mountain Rail Authority	-	-	15,000	-
Metro Mayors	20,722	20,995	20,995	25,928
Miscellaneous	73	280	452	1,000
Subtotal Dues/Subscriptions	**$203,383**	**$228,222**	**$251,953**	**$253,963**
Armed Forces Luncheon	1,500	1,500	1,500	1,500
Total Expenditures	**$204,883**	**$229,722**	**$253,473**	**$255,463**



AURORA

Aurora Urban Renewal Authority

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AURORA URBAN RENEWAL AUTHORITY PRO FORMA SUMMARY

	2007 Actual	2008 Projected	2009 Projected*	2010 Projected*	2011 Projected*	2012 Projected*	2013 Projected*
Beginning Funds Available	**$ 1,098,697**	**$ 408,549**	**$ 836,067**	**$ 1,070,900**	**$ 363,006**	**$ 44,446**	**$ 184,463**
Sales Tax	$ 398,603	$ 178,552	$ 1,420,000	$ 1,770,000	$ 2,068,850	$ 2,106,166	$ 2,243,828
Use Tax	-	763,500	26,500	20,000	10,000	145,000	145,000
Property Tax	392,875	120,378	88,000	552,200	552,200	1,157,410	1,204,031
Occupational Privilege Tax (OPT)	95,482	320,120	330,120	354,120	368,456	371,656	371,656
Lodgers Tax	-	-	-	-	350,000	600,000	800,000
Fees	-	-	45,000	20,000	20,000	70,000	70,000
Interest Income	59,702	31,134	33,443	42,036	13,920	1,378	5,979
	$ 946,662	**$ 1,413,684**	**$ 1,943,063**	**$ 2,758,356**	**$ 3,383,426**	**$ 4,451,609**	**$ 4,840,493**
Personal Services	$ -	$ 15,975	$ 187,105	$ 320,250	$ 452,318	$ 606,159	$ 624,368
Capital Projects	-	-	-	894,500	410,168	80,213	80,213
Development Studies and Plans	-	60,000	25,000	25,000	25,000	25,000	25,000
Developer Incentives	-	908,550	1,461,075	2,087,790	2,675,790	3,418,947	3,800,775
Intergovernmental Agreements	882,110	-	35,000	138,660	138,660	188,223	197,634
Collection Fees	3,520	1,641	50	50	50	3,050	3,203
Debt Related	751,180	-	-	-	-	-	-
	$ 885,630	**$ 986,166**	**$ 1,708,230**	**$ 3,466,250**	**$ 3,701,986**	**$ 4,311,592**	**$ 4,721,193**
Surplus / (Deficit)	**$ 61,032**	**$ 427,518**	**$ 234,833**	**$ (707,894)**	**$ (318,560)**	**$ 140,017**	**$ 119,300**
Ending Funds Available	**$ 1,159,729**	**$ 836,067**	**$ 1,070,900**	**$ 363,006**	**$ 44,446**	**$ 184,463**	**$ 303,764**

**2009 through 2013 are staff projections of potential uses for cash flow pro forma purposes and have not yet been authorized by AURA.*

Aurora Urban Renewal Authority Fund

The Aurora Urban Renewal Authority (AURA) was established in the 1980's to assist the City with redevelopment activities. The first Urban Renewal project was the City Center Urban Renewal Area established in 1982. This project was followed by the Fitzsimons Urban Renewal Area in 2001 and the Fletcher Plaza Urban Renewal Area in 2002. Today, AURA oversees seven Urban Renewal Areas with a myriad of redevelopment projects and activities citywide. The Aurora City Council serves as the Board of Commissioners of AURA and authorizes the activities of the Authority. The City's Urban Renewal Division acts as staff to the Authority and implements and coordinates AURA initiatives. Revenues can originate from tax increment financing (TIF) as well as fees generated by AURA. Revenues that exceed expenditures remain with AURA as accumulated fund balance that creates a contingency reserve. This reserve is intended as a means to fund obligations such as, staff and overhead costs, blight studies, new urban renewal projects, incentives to private developers and future land acquisition.

Beginning with the 2009 Budget the AURA Fund includes a five-year long-term forecast. Outlooks were not developed or published during the prior years. In 2008, beginning funds available were $408,500 entirely from revenues generated by the Fitzsimons Urban Renewal Area. Because of the state statutory requirement that tax increment revenues must be used to support activities within the specific Urban Renewal Area, budgets are presented by individual area and are shown as a total solely for the convenience of the reader.

In 2009, revenue is projected to increase $529,400 (37.4 percent) primarily due to the addition of Buckingham Urban Renewal Area and some additional increment from Cornerstar. Most of these increased revenues are pledged to the developers / metro districts via redevelopment agreements. Tax Increment directly tied to property valuations are not expected to increase in 2009. Total expenses increase $722,100 (73.2 percent). This increase includes the budgeted 173,700 transfer to the General Fund for Urban Renewal operations expenses.

Over the long term, revenues are projected to increase as existing Urban Renewal Areas mature creating new jobs, adding building assessed valuation and generating incremental sales and lodger's tax revenues. These additional revenues may allow Urban Renewal to reduce the burden on the General Fund for AURA administrative costs, and expenses may be shifted to AURA. Hypothetical uses of these funds have been included. The assumptions for future years for each urban renewal area are shown on the following pages.

Colorado Science and Technology Park Urban Renewal Area

	2007 Actual	2008 Projected	2009 Projected	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Beginning Funds Available	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Revenues							
Sales Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Use Tax	-	6,500	6,500	20,000	10,000	10,000	10,000
Property Tax (TIF)	-	-	83,000	85,000	85,000	225,000	225,000
Occupational Privilege Tax (OPT)	-	-	-	-	-	3,200	3,200
Lodgers Tax	-	-	-	-	50,000	300,000	300,000
Fees	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
Total Revenues	**$ -**	**$ 6,500**	**$ 89,500**	**$ 105,000**	**$ 145,000**	**$ 538,200**	**$ 538,200**
Expenditures							
Personal Services	$ -	$ 975	$ 13,425	$ 15,750	$ 21,750	$ 80,730	$ 80,730
Capital Projects	-	-	-	-	-	-	-
Development Studies and Plans	-	-	-	-	-	-	-
Developer Incentives	-	5,525	76,075	89,250	123,250	457,470	457,470
Intergovernmental Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
Total Expenditures	**$ -**	**$ 6,500**	**$ 89,500**	**$ 105,000**	**$ 145,000**	**$ 538,200**	**$ 538,200**
Ending Funds Available	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

The Colorado Science and Technology Park Urban Renewal Area was created in 2008. It is located north of Montview between Peoria and Fitzsimons Parkway. This urban renewal area was created to stimulate the development of a state of the art life sciences research park. One Tax Increment Finance (TIF) area has been established. Eighty five percent of sales, use, lodgers and property tax increment was pledged to the metro district for public infrastructure and improvements. The remaining revenues are currently being used by AURA to support personal services provided by the City. Future year personal services costs are hypothetical uses for cash flow purposes and are not representative of an official spending plan adopted by AURA. Developer incentives are projected based on contracts and estimated revenues. Projected revenues include the development of one hotel in 2011, and the construction of two non-profit office buildings.

Cornerstar Urban Renewal Area

	2007 Actual	2008 Projected	2009 Projected	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Beginning Funds Available	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Revenues							
Sales Tax	$ -	$ 84,000	$ 1,050,000	$ 1,050,000	$ 1,071,000	$ 1,103,130	$ 1,136,224
Use Tax	-	757,000	20,000	-	-	135,000	135,000
Property Tax (TIF)	-	-	-	-	-	-	-
Occupational Privilege Tax (OPT)	-	-	-	-	-	-	-
Lodgers Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Interest Income	-	5,000	-	-	-	-	-
Total Revenues	**$ -**	**$ 846,000**	**$ 1,070,000**	**$ 1,050,000**	**$ 1,071,000**	**$ 1,238,130**	**$ 1,271,224**
Expenditures							
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Capital projects	-	-	-	-	-	-	-
Development Studies and Plans	-	-	-	-	-	-	-
Developer Incentives	-	846,000	1,070,000	1,050,000	1,071,000	1,238,130	1,271,224
Intergovernmental Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
Total Expenditures	**$ -**	**$ 846,000**	**$ 1,070,000**	**$ 1,050,000**	**$ 1,071,000**	**$ 1,238,130**	**$ 1,271,224**
Ending Funds Available	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

The Cornerstar Urban Renewal Area was created in 2008 and will expire in the year 2023. It is located at the southwest corner of Parker road and Arapahoe road on 158 acres. This Urban Renewal Area includes 685,000 square feet of planned retail and 400 units of class A apartments. The one TIF area for this project only includes the retail development. Only sales and use tax increment is included within the urban renewal plan. All incremental revenues generated are pledged to offsetting the drainage improvements at the site. The total amount of the incentive is $17.5 million net present value. The developer incentive for this project includes 30% of Sales Tax for the term and 100% of Use Tax for a two year period.

Buckingham Urban Renewal Area

	2007 Actual	2008 Projected	2009 Projected	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Beginning Funds Available	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Revenues							
Sales Tax	$ -	$ -	$ 275,000	$ 625,000	$ 850,000	$ 850,750	$ 850,750
Use Tax	-	-	-	-	-	-	-
Property Tax (TIF)	-	-	-	462,200	462,200	627,410	658,781
Occupational Privilege Tax (OPT)	-	-	-	14,000	18,336	18,336	18,336
Lodgers Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Interest Income	-	-	-	-	-	-	-
Total Revenues	**$ -**	**$ -**	**$ 275,000**	**$ 1,101,200**	**$ 1,330,536**	**$ 1,496,496**	**$ 1,527,867**
Expenditures							
Personal Services	$ -	$ -	$ -	$ 44,500	$ 60,168	$ 60,213	$ 60,213
Capital projects	-	-	-	44,500	60,168	60,213	60,213
Development Studies and Plans	-	-	-	-	-	-	-
Developer Incentives	-	-	240,000	873,540	1,071,540	1,187,847	1,209,806
Intergovernmental Agreements	-	-	35,000	138,660	138,660	188,223	197,634
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
Total Expenditures	**$ -**	**$ -**	**$ 275,000**	**$ 1,101,200**	**$ 1,330,536**	**$ 1,496,496**	**$ 1,527,867**
Ending Funds Available	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

The Buckingham Urban Renewal Area was created in 2008. It is located on the east side of Havana on the south side of Mississippi to Florida. This Urban Renewal Area was created to redevelop the former Buckingham Square Mall and create stimulus and job growth within the area. Two TIF areas have been established for the Gardens on Havana Project, one for the retail portion of the project and one for the residential portion of the project. The retail portion of the project is under development and will open during 2009. Twenty-two percent of incremental sales tax and 70 percent of incremental property tax has been pledged to support the project. Thirty percent of school and county property taxes will be returned to those jurisdictions by intergovernmental agreement. The remaining revenues will be used to support personal services and projects in the area provided by the City. These future year personal services and capital projects costs are hypothetical uses for cash flow purposes and are not representative of an official spending plan adopted by AURA. Developer incentives are projected based on contracts and estimated revenues.

Fitzsimons Urban Renewal Area

	2007 Actual	2008 Projected	2009 Projected	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Beginning Funds Available	**$ 230,599**	**$ 408,549**	**$ 836,067**	**$ 1,050,900**	**$ 348,006**	**$ 34,446**	**$ 149,463**
Revenues							
Sales Tax	$ -	$ 94,552	$ 95,000	$ 95,000	$ 147,850	$ 152,286	$ 256,854
Use Tax	-	-	-	-	-	-	-
Property Tax (TIF)	68,026	120,378	5,000	5,000	5,000	305,000	320,250
Occupational Privilege Tax (OPT)	95,482	320,120	330,120	340,120	350,120	350,120	350,120
Lodgers Tax	-	-	-	-	300,000	300,000	500,000
Fees	-	-	-	-	-	-	-
Interest Income	15,462	26,134	33,443	42,036	13,920	1,378	5,979
Total Revenues	**$ 178,971**	**$ 561,184**	**$ 463,563**	**$ 482,156**	**$ 816,890**	**$ 1,108,783**	**$ 1,433,203**
Expenditures							
Personal Services	$ -	$ 15,000	$ 173,680	$ 260,000	$ 370,400	$ 455,216	$ 473,425
Capital projects	-	-	-	850,000	350,000	-	-
Development Studies and Plans	-	60,000	-	-	-	-	-
Developer Incentives	-	57,025	75,000	75,000	410,000	535,500	862,275
Intergovernmental Agreements	-	-	-	-	-	-	-
Collection Fees	1,020	1,641	50	50	50	3,050	3,203
Debt Related	-	-	-	-	-	-	-
Total Expenditures	**$ 1,020**	**$ 133,666**	**$ 248,730**	**$ 1,185,050**	**$ 1,130,450**	**$ 993,766**	**$ 1,338,902**
Ending Funds Available	**$ 408,549**	**$ 836,067**	**$ 1,050,900**	**$ 348,006**	**$ 34,446**	**$ 149,463**	**$ 243,764**

The Fitzsimons Urban Renewal Area was created in 2001 to stimulate redevelopment of the former Fitzsimons army hospital campus and the surrounding area. In 2008 the plan was amended to remove the portion of the campus that will become the Colorado Science and Technology Park. This urban renewal area has only one TIF area. There are currently four projects in various stages of development. AURA has entered into three redevelopment agreements thus far. Revenues generated by this area will be used to support those redevelopment agreements. Projected personal services costs and capital project costs are hypothetical uses for cash flow purposes and are not an official spending plan adopted by AURA. Personal services represent support costs provided by the City. Due to the current financial climate estimates regarding the construction of ongoing projects has been conservative.

City Center Urban Renewal Area

	2007 Actual	2008 Projected	2009 Projected	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Beginning Funds Available	**$ 868,098**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Revenues							
Sales Tax	$ 398,603	$ -	$ -	$ -	$ -	$ -	$ -
Use Tax	-	-	-	-	-	-	-
Property Tax	324,849	-	-	-	-	-	-
Occupational Privilege Tax (OPT)	-	-	-	-	-	-	-
Lodgers Tax	-	-	-	-	-	-	-
Fees	-	-	-	-	-	-	-
Interest Income	44,239	-	-	-	-	-	-
Total Revenues	**$ 767,691**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Expenditures							
Personal Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Capital projects	-	-	-	-	-	-	-
Development Studies and Plans	-	-	-	-	-	-	-
Developer Incentives	-	-	-	-	-	-	-
Intergovernmental Agreements	882,110	-	-	-	-	-	-
Collection Fees	2,500	-	-	-	-	-	-
Debt Related	751,180	-	-	-	-	-	-
Total Expenditures	**$ 884,610**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Ending Funds Available	**$ 751,180**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

The City Center Urban Renewal Area was created in 1982 with one TIF. The TIF expired December 31st, 2007.

AURA Non TIF Fees

	2007 Actual	2008 Projected	2009 Projected	2010 Projected	2011 Projected	2012 Projected	2013 Projected
Beginning Funds Available	**$ -**	**$ -**	**$ -**	**$ 20,000**	**$ 15,000**	**$ 10,000**	**$ 35,000**
Revenues							
Sales Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Use Tax	-	-	-	-	-	-	-
Property Tax (TIF)	-	-	-	-	-	-	-
Occupational Privilege Tax (OPT)	-	-	-	-	-	-	-
Lodgers Tax	-	-	-	-	-	-	-
Fees	-	-	45,000	20,000	20,000	70,000	70,000
Interest Income	-	-	-	-	-	-	-
Total Revenues	**$ -**	**$ -**	**$ 45,000**	**$ 20,000**	**$ 20,000**	**$ 70,000**	**$ 70,000**
Expenditures							
Personal Services	$ -	$ -	$ -	$ -	$ -	$ 10,000	$ 10,000
Capital projects	-	-	-	-	-	20,000	20,000
Development Studies and Plans	-	-	25,000	25,000	25,000	25,000	25,000
Developer Incentives	-	-	-	-	-	-	-
Intergovernmental Agreements	-	-	-	-	-	-	-
Collection Fees	-	-	-	-	-	-	-
Debt Related	-	-	-	-	-	-	-
Total Expenditures	**$ -**	**$ -**	**$ 25,000**	**$ 25,000**	**$ 25,000**	**$ 45,000**	**$ 45,000**
Ending Funds Available	**$ -**	**$ -**	**$ 20,000**	**$ 15,000**	**$ 10,000**	**$ 35,000**	**$ 60,000**

In 2005, the City had three urban renewal areas. Since that time, the City has created four additional urban renewal areas comprised of a number of redevelopment projects, each with its own distinct redevelopment agreement. During 2008, the Division began implementing fees as a part of these redevelopment agreements. These fees are not part of the tax increment revenues and are therefore less restricted in terms of their project applications. The fees are intended to reimburse the Authority for the upfront staff costs required to research and negotiate the agreements, as well as to offset the ongoing costs of contract implementation which can extend for periods of ten to 25 years. These fees are related both to the staff time allocated to each project as well as the scope and complexity of the individual project and agreements.

AURORA

Glossary

AURORA

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, which stands for Integrated Financial and Administrative Solution.

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 budget 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 any 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.

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 Federal Insurance Contributions Act Tax (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 <u>all</u> 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 Department 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 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.

Capital Budget:

The 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 Project Funds:

Capital project funds are utilized for major capital acquisition and construction and are reported separately from ongoing operating activities. Capital projects funds are 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 Colorado 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 funds are established to accumulate resources to pay the principal, interest, and agency fees on long-term debt. Mill levies dedicated to a specific bond issuance and special assessment debt are accounted for in various debt service funds.

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:

A deficit is an excess of expenditures over revenues for any given year.

Development Review Fund:

The Development Review Fund provides support for new development within the City including plans review and building inspection. Revenues originate from development related fees.

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 in the future is an encumbrance.

Enterprise Funds:

Enterprise funds house activities for which a fee is charged to external users in exchange for goods or services. These funds have been 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.

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. The City's fiscal year is January 1 through December 31.

Fitzsimons Redevelopment Authority:

The Fitzsimons Redevelopment Authority (FRA) is a special-purpose governmental entity created in 1996 under an intergovernmental agreement between the City of Aurora and the University of Colorado Regents for leading the planning, implementation, and redevelopment efforts of the former Fitzsimons Army Medical Center.

Fixed Asset:

Tangible assets valued over $5,000 with a useful life of more than one year, such as infrastructure, equipment and buildings that may be depreciated over time.

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:

Functions are groups of interdependent closely related services or activities contributing to a common objective.

Fund:

A fund is an independent fiscal and accounting entity with a self-balancing set of accounts.

Funds Available for Appropriation:

These are funds that are available for appropriation and expenditure by designated City departments.

Fund Balance:

Fund balance is the difference between assets and liabilities for any given governmental fund. Fund balance differs from funds available in that funds available is only current available financial assets and fund balance includes non available financial assets such as, but not limited to, current encumbrances and carryforward adjustments, investments to fair value adjustments, and deferred revenue adjustments.

General Fund:

This is the chief operating fund for the City government and accounts for all financial resources unless there is a compelling reason to report an activity in some other fund type.

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 for the City 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 or federal government, or other organization to support a particular function.

Internal Service Funds:

Internal service funds are established to centralize the management of goods and services furnished by one department to other departments within the City on a cost reimbursement basis.

Lapse:

A reduction of existing appropriation.

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 is a "budget only" project 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.

Modified Accrual:

Modified accrual is a basis of accounting that recognizes transactions and events when they become measurable and available. Any physical assets with future benefits are expensed when they are acquired as opposed to depreciated over the life of the asset.

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 funds available between budgeted funds as shown in the fund summaries. Operating transfers require 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.

Pro Forma:

The pro forma document is a budgeting tool used to project revenues and expenditures in future years based on various assumptions.

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.

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. For example, a tax that is designated for the purchase and maintenance of open space.

Staffing Summary:

The Staffing Summary includes all City full-time equivalent (FTE) positions.

Subfund:

A set of self-balancing accounts at an organizational level lower than the fund.

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.

Urban Renewal:

Urban renewal is the process of revitalizing a blighted urban area through large scale redevelopment or through new development.

ACRONYMS

ACED	Adams County Economic Development
ACLC	Aurora Capital Leasing Corporation
AEDC	Aurora Economic Development Council
AIPP	Art In Public Places
AMB	Aurora Municipal Building
AMC	Aurora Municipal Center
ARCO	Arapahoe County Open Space Fund
ARWPF	Aurora Reservoir Water Purification Facility
AURA	Aurora Urban Renewal Authority
BPI	Business Process Improvement
BRF	Building Repair Fund
CABC	Citizens' Advisory Budget Committee
CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CALEA	Commission on Law Enforcement Accreditation
CDBG	Community Development Block Grant
CDOT	Colorado Department of Transportation
CHCD	Citizens' Advisory Committee on Housing, Community Development
CIP	Capital Improvement Program
CML	Colorado Municipal League
CPF	Capital Projects Fund
CQT	Crime, Quality of Life and Traffic
CSI	Crime Scene Investigator
CTF	Conservation Trust Fund
CWAC	Citizens' Water Advisory Committee
CWCB	Colorado Water Conservation Board
DARE	Drug Awareness Resistance Education
DART	Direct Action Response Team
DBC	Department Budget Coordinator
DIA	Denver International Airport
DRCOG	Denver Regional Council of Governments
EDR	Enhanced Development Review
EEO	Equal Employment Opportunity
EMS	Emergency Medical Services
EOEP	Elected Officials' and Executive Personnel Defined Benefit Plan
EPMP	Employee Performance Management Program
FAST	Fugitive Apprehension and Surveillance Team
FMPII	Facilities Master Plan II
FRA	Fitzsimons Redevelopment Authority
FTE	Full-Time Equivalent

ACRONYMS (continued)

GERP	General Employees Retirement Plan	**OAR**	Original Aurora Renewal
GID	General Improvements District	**ODA**	Office of Development Assistance
GIS	Geographic Information System	**PACE**	Partnership of Aurora City Employees
GIU	Gang Intervention Unit	**PAR**	Police Area Representative
GO	General Obligation	**PDF**	Parks Development Fund
GON	Graffiti of Neighborhoods	**PIF**	Property Improvement Fee
GPRS	General Packet Radio Service	**POST**	Police Officer Standards and Testing
HMI	Human Machine Interface	**PWP**	Prairie Waters Project
HOAP	Home Ownership Assistance Program	**RTD**	Regional Transportation District
HOME	Home Investment Partnership	**SCADA**	Supervisory Control and Data Acquisition
HRC	Human Relations Commission	**SCFD**	Scientific and Cultural Facilities District
HUD	United States Housing and Urban Development	**SIDD**	Special Improvement Debt District
HVAC	Heating Ventilation Air Conditioning	**SIU**	Special Investigations Unit
IGA	Intergovernmental Agreement	**SRO**	School Resource Officer
LEED	Leadership in Energy and Environmental Design	**STEP**	Selective Traffic Enforcement Program
LRT	Light Rail Transit	**TABOR**	Tax Payers Bill of Rights
MGTF	Metro Gang Task Force	**TIF**	Tax Increment Finance
MMRS	Metro Medical Response System	**TIP**	Transportation Improvement Program
NABA	Northern Aurora Business Association	**TOD**	Transit Oriented Development
O&M	Operations and Maintenance	**VPAB**	Visitor's Promotion Advisory Board